

2017

# Montana

## Building Active Communities Resource Guide



**Communities  
Transforming**  
*To make healthy living easier*



Updated: 6/7/17

# Acknowledgments



The *Building Active Communities Initiative* is a project of the Montana Department of Public Health and Human Services' Nutrition and Physical Activity Program (NAPA).

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# Foreword

Today, local governments and businesses are facing a crisis as they attempt to cope with the growing healthcare costs associated with chronic diseases, many of which are preventable. Individuals and families are also suffering from high healthcare costs and poor quality of life due to poor health. Obesity and sedentary lifestyles are major contributors to chronic disease for both adults and children. According to the Centers for Disease Control and Prevention's 2015 Behavioral Risk Factor Surveillance System, over 60 percent of Montana adults are overweight or obese and 75 percent do not meet the minimum guidelines for aerobic and muscle strengthening exercise needed to reduce the risk of chronic disease.

Solving the obesity epidemic is a complex issue and will require multi-faceted solutions and coordinated change at multiple levels — from individuals, to families, to communities, to society as a whole. Local governments and schools have a role to play in creating places where children and adults can live healthy active lives. [Studies](#)<sup>1</sup> have shown that people walk more in neighborhoods that are safe, walkable, and aesthetically pleasing. Improved pedestrian and bicycling infrastructure may promote physical activity by making walking and cycling more appealing, easier and safer. School siting policies and joint use agreements have also been successful ways in which communities have increased options for physical activity.

This Resource Guide contains a menu of strategies that can be used to improve the accessibility of your community for all ages and abilities including children, older adults, people with disabilities and low-income individuals. Each section of this Resource Guide contains a summary of the strategy, local and/or national examples and a resource section for more information. This document provides a resource to engineers, planners, elected officials, school personnel and residents who desire to create more active community environments for all.

1. [Active Living Research](#)



# Table of Contents

<b>Introduction .....</b>	<b>9</b>
---------------------------	----------

## **Strategy Descriptions and Examples**

1. Complete Streets Policies .....	13
2. Joint Use Agreements .....	33
3. Sidewalk Programs .....	39
4. Subdivision Regulations .....	49
5. Growth Policy .....	55
6. Transportation Plans .....	61
7. Transportation Districts .....	65
8. Safe Routes to School .....	69



# Introduction

## Building Active Communities: Transportation, Land Use Planning, Community Design

The key elements of healthy community design — a network of walking, biking and transit facilities in close proximity to where people live and connected to important destinations such as jobs, schools, recreational facilities and shops — are driven by policy and good planning. However, policy is only possible when there is a community vision and culture that prioritizes safety and convenience for all residents no matter how they choose to travel (i.e., walk, bike, take transit or drive). Building active communities takes working together at all levels of government in collaboration with partner organizations and community groups to grow the vision of a healthy community and then codify and incentivize that vision to become reality.

***“We must be alert to the health benefits, including less stress, lower blood pressure, and overall improved physical and mental health, that can result when people live and work in accessible, safe, well-designed, thoughtful structures and landscapes.”***

***– Richard Jackson, MD, MPH,  
former director of CDC’s  
National Center for  
Environmental Health***

Below is a list of recommended strategies to support **active living and healthy communities** through policy, planning, projects, promotion and programming. The strategies have been compiled from sources listed below and from a series of meetings of the Montana Built Environment Workgroup convened in April 2010. The Built Environment Workgroup consisted of over two dozen Montana professionals involved in the fields of city planning, transportation, architecture, public health, recreation, community development, education, land use planning and others.

Below is a list of recommended strategies to support **active living and healthy communities** through policy, planning, projects, promotion and programming. The strategies have been compiled from sources listed below and from a series of meetings of the Montana Built Environment Workgroup convened in April 2010. The Built Environment Workgroup consisted of over two dozen Montana professionals involved in the fields of city planning, transportation, architecture, public health, recreation, community development, education, land use planning and others.

### **Improve access to and promote active transportation & public transportation**

- Plan, build, retrofit and maintain a well-connected and ADA accessible network of safe and attractive walking, biking and transit facilities for recreation as well as for transportation (e.g., shared use paths, bike lanes, sidewalks, safe crosswalks, trails, greenways, convenient and accessible transit stops and shelters, etc.) These facilities should be built for people of all ages and abilities and should create a balanced and connected transportation system.
  - Create and/or update policy documents to support walking, bicycling and transit (e.g., comprehensive plans, transportation plans, recreational plans, subdivision and street standards, building codes, complete streets policies, etc.).
  - Incorporate design features and incentives to promote the safety, aesthetics and usage of pedestrian, bicycle and transit facilities (e.g., wayfinding signage, bike parking, shower



facilities, appropriate lighting, maximum building setbacks, sidewalk furniture, traffic calming, street trees, pedestrian islands, transit pull-outs and shelters, curb-extensions, pedestrian countdown timers and audible signals, pricing strategies for transportation demand management, etc.).

- Support community Safe Routes to School programs (e.g., prioritize projects and programs that make it safer and more convenient for children to walk or bike to school).
- Develop social marketing campaigns and encouragement/incentive programs to increase promotion and use of active and public transportation options.
- Develop bicycle and pedestrian safety education and awareness programs for pedestrians, bicyclists, transit riders and motorists to encourage more safe travel for all modes.

### **Increase access to safe and attractive recreational facilities such as parks, open space, trails, rivers and other natural features and public lands and promote usage**

- ▶ Build, maintain and promote ADA accessible parks, playgrounds and recreational facilities and access routes to natural features and public lands that are safe and attractive, and in close proximity to residential areas and other important destinations such as schools, worksites, childcare, etc.
  - Increase the percentage of residential parcels within a local jurisdiction that are located within a ½-mile *network distance* (i.e., shortest distance between two locations by way of the public street network) of at least one outdoor public recreational facility.
  - Increase the safety, attractiveness, ADA accessibility and usability of public parks and recreational facilities (e.g., pocket parks, playground equipment, police presence, limited amount of abandoned lots and buildings and physical disorder, well-maintained parks, park lighting, park design to promote physical activity, etc.).
  - Create and implement a funding strategy for community (city/county) parks. Utilize existing funding such as Land and Water Conservation Fund or create a Park District to provide additional funding at the local level. Consider both development and operations support in any funding effort.
  - Promote the usage of recreational facilities by a variety of means (e.g., signage, programming, public awareness campaigns, etc.).

### **Incorporate appropriate residential density, diversity of land use and design quality of the built environment into local policies to enhance active living**

- ▶ Increase residential density (where appropriate) and the proximity of residential areas to important destinations and facilities such as stores, jobs, schools (and other public facilities),

transit, farmers markets, community gardens, and recreational areas.

- Promote mixed-use zoning designations
  - Explore the use of form-based codes and/or design review
  - Promote a connected street and trail network to promote active and public transportation options between and within subdivisions and to connect with important destinations (e.g., avoid cul-de-sac and dead end streets)
  - Encourage collaborative school planning between cities/counties and schools
  - Create school siting policies that support locating new schools and or refurbishing/repairing schools in locations that maximize accessibility (by walking and biking) and proximity to student population
  - Utilize tools available (i.e., Health Impact Assessment (HIA)) to help inform public/decision makers of long-term impact of school and other public facility siting decisions (e.g., transportation, health, environment, etc.)
  - Increase the percentage of residential and commercial parcels in the local jurisdiction that are located within a ¼-mile network distance of fast, affordable and convenient public transportation (if public transportation is available or planned)
  - Promote geographic and ADA accessibility of grocery stores, community gardens, and farmers markets especially in underserved areas
  - Preserve open space, agriculture lands, and critical environmental areas by using a variety of tools (e.g., conservation easements, transfer of development rights, infill development, etc.)
- Incorporate high quality design of the built environment to foster distinctive, attractive communities with a strong sense of place where people can gather and interact (e.g., welcoming public places, public art, quality landscape features, street furniture, appropriate green space, front porches, rear alleys, etc.)

## Evidence-base

### **The Guide to Community Preventive Services (The Community Guide):**

Increasing Physical Activity: Environmental and Policy Approaches, retrieved from:

<http://www.thecommunityguide.org/pa/environmental-policy/index.html>

**The Centers for Disease Control and Prevention:** Recommended Community Strategies and Measurements to Prevent Obesity in the United States: Implementation and Measurement Guide, Retrieved from: [http://www.cdc.gov/obesity/downloads/community\\_strategies\\_guide.pdf](http://www.cdc.gov/obesity/downloads/community_strategies_guide.pdf) (see pages 45-60 in Category 5: Strategies to Create Safe Communities that Support Physical Activity) and also a more detailed version in the Morbidity and Mortality Weekly Report (MMWR) version, Retrieved from: <http://www.cdc.gov/mmwr/preview/mmwrhtml/rr5807a1.htm>



## Recommended Strategies

**Institute of Medicine**, [Local Government Actions to Prevent Childhood Obesity](#) (mainly on pages 6 & 7 under Actions to Increase Physical Activity), Retrieved from: [http://www.rwjf.org/content/dam/farm/reports/issue\\_briefs/2009/rwjf45544](http://www.rwjf.org/content/dam/farm/reports/issue_briefs/2009/rwjf45544)

**Robert Wood Johnson Foundation**, Leadership for Healthy Communities: Advancing Policies to Support Healthy Eating and Active Living, Action Strategies Toolkit, Retrieved from: <http://www.rwjf.org/childhoodobesity/product.jsp?id=42514>

**Prevention Institute (Convergence Partnership)**, (2011), [Promising Strategies for Creating Healthy Eating and Active Living Environments](#), Retrieved from: <https://www.preventioninstitute.org/sites/default/files/publications/promisingstrategies.pdf>

**Active Living Research**, Rodriquez, Daniel. 2009. Active Transportation: Making the Link from Transportation to Physical Activity and Obesity. Retrieved from: <http://www.activelivingresearch.org/node/12296>





# 1. Complete Streets Policies

A Complete Street is one that is designed and operated to safely accommodate all users: motorists, pedestrians, bicyclists, transit users, and people of all ages and abilities. A Complete Street is comprised of many different elements. These elements may include, but are not limited to, sidewalks, bike lanes, crosswalks, curb-cuts, wide shoulders, medians, bus pullouts, audible pedestrian signals, sidewalk bulb-outs, and more. The elements that are used can vary from project to project, but the objective is to achieve a connected network that is safe and effective for all modes of travel.

Elements of Complete Streets may be applied on any roadway; however, not every roadway in Montana will require every recommended component. A street that could benefit from enhanced bicycle and pedestrian facilities might not require transit facilities if bus service will not be available. Urban or suburban corridors might benefit more from Complete Streets applications than rural roadways lacking commercial or residential development. The exception to this would be roadways that are frequently used by rural pedestrians or recreational bicyclists traveling longer distances; these roads need an unobstructed shoulder wide enough to provide a safe walking and riding location.

Communities can use several approaches to adopt a Complete Streets policy:

- A **resolution** is issued by a community's governing body such as a city council/commission or a county commission. Resolutions are broad statements of support by elected officials. However, as they do not require action they can be overlooked easily if an implementation plan is not created and executed. Resolutions make up almost half of the Complete Streets policies across the nation. A resolution is sometimes a conduit for establishing a policy (see below).
- ❓ **Ordinances** are legally-binding changes to code which must be addressed in transportation and development projects. Since they are enforceable by law, they are difficult to overlook. Ordinances are a very effective approach. Ordinances and other legislation make up approximately 20 percent of Complete Streets policies nationwide.
- Complete Streets principles can be built into a community's **planning documents** (see sections on Growth Policies, Transportation Plans, Subdivision Regulations, and Safe Routes to Schools). To be effective, Complete Streets principles must be integrated into all aspects of plans, rather than restricted to a specific non-motorized element. These planning documents are typically adopted by a community's governing body. Approximately 10 percent of Complete Streets policies in the United States are solely vested in planning documents, but this approach should always be considered an implementation tool to be developed over time as a product of a resolution or ordinance.



## 1 Complete Streets

- A **policy** may be adopted by a community's governing body. Policies are typically guided by an internal group of stakeholders with broad representation. Policies typically represent a high level of community and staff support for Complete Streets. Policies tend to be lengthier and more detailed than resolutions or ordinances; however, like resolutions these policies are not legally binding.
- ❓ Adding specific **design guidelines and/or engineering standards** ensures that, as new projects are developed, complete streets elements are included. Simple changes -- such as standard street cross-sections -- can be done quickly but comprehensive guidance focused on infrastructure details is also necessary. Such guidance could include standards for improved pedestrian crossings, bus stops, curb extensions and trails. Revisions of design guidelines and/or standards are a natural result of a complete streets resolution or policy.

### Montana Examples

Complete Streets is gaining momentum in Montana. In the past few years, the following cities have passed Complete Streets resolutions:

Belgrade (2014)	Billings (2011)	Bozeman (2010)	Dawson County (2014)	Glendive (2015)
Hamilton (2014)	Helena (2010)	Missoula (2009)	Polson (2015)	Shelby (2014)
Sidney (2014)				

Note: Resolutions for Billings, Bozeman, Helena and Missoula are provided on the following pages for reference. However, the Billings and Missoula resolutions have been revised recently. All updated Montana resolutions from the above list are available for download on our website at: <http://www.umt.edu/sell/cps/baci/Resources%20and%20Materials.php>

### Resources

- ❓ Montana Department of Public Health and Human Services. 2012. Montana Complete Streets Toolkit For Cities, Small Towns and Tribal Communities - Retrieved from: [https://dl.dropboxusercontent.com/u/31175798/Montana%20Complete%20Streets%20Toolkit-August\\_23\\_small.pdf](https://dl.dropboxusercontent.com/u/31175798/Montana%20Complete%20Streets%20Toolkit-August_23_small.pdf)
- ❓ National Complete Streets Coalition <http://www.completestreets.org/>
- ❓ ChangeLab Solutions. 2010. *Model Laws and Resolutions: Complete Streets* Retrieved from: <http://changelabsolutions.org/publications/model-laws-and-resolutions-complete-streets>
- ❓ International City/County Management Association. 2010. [Putting Smart Growth to Work in Rural Communities](http://icma.org/en/icma/knowledge_network/documents/kn/Document/301483/Putting_Smart_Growth_to_Work_in_Rural_Communities) Retrieved from: [http://icma.org/en/icma/knowledge\\_network/documents/kn/Document/301483/Putting\\_Smart\\_Growth\\_to\\_Work\\_in\\_Rural\\_Communities](http://icma.org/en/icma/knowledge_network/documents/kn/Document/301483/Putting_Smart_Growth_to_Work_in_Rural_Communities)



## RESOLUTION NO. 11-19097

A RESOLUTION OF THE CITY OF BILLINGS  
TO ADOPT A COMPLETE STREETS POLICY

WHEREAS, in enacting this resolution, it is the intent of the City Council to encourage healthy, active living; reduce traffic congestion; and improve the safety and quality of life of Billings residents by providing safe, convenient, and comfortable routes for walking, bicycling, and public transportation; and

WHEREAS, the promotion of transportation improvements that are planned, designed and constructed to encourage walking, bicycling, and transit use increase the general safety, health and overall welfare of the citizens of and visitors to the City of Billings; and

WHEREAS, the Billings Urban Area Long-Range Transportation Plan 2009 Update states, as one of its Guiding Principles, “the City will develop a complete streets policy which will design and operate to enable safe access for all users including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities to safely move along and across a complete street”; and

WHEREAS, the 2010 Community Investment Plan: City of Billings City Council and Staff Strategic Priorities identifies one of its goals to be the “development of a comprehensive, multi-modal transportation system” and includes “complete streets” as a priority; and

WHEREAS, 72.9% of residents are overweight or obese according to the 2010 Yellowstone County Community Health Assessment; and

WHEREAS, only 47.2% of residents meet nationally recognized physical activity recommendations according to the 2010 Yellowstone County Community Health Assessment; and

WHEREAS, Section 61-8-602 of the Montana Code Annotated (MCA) makes bicycle riders rightful road users, and Section 61-8-501, MCA, recognizes pedestrians as rightful road users; and

WHEREAS, the health, safety and welfare of the citizens of and visitors to the City of Billings will be enhanced by the adoption of a policy that promotes a complete transportation system that meets the needs and expectations of all transportation users; and

WHEREAS, the City Council of the City of Billings desires to establish a clear policy ensuring the needs of adjacent land users and all transportation users, including but not

limited to pedestrians, bicyclists, transit users, people with disabilities, the elderly, emergency responders, motorists, and freight providers are considered.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL that the City of Billings adopt the following Complete Streets Policy.

### COMPLETE STREETS POLICY

A complete street is comprised of many different elements that are tailored to fit the needs of Users. A complete street can vary considerably in context from rural to urban applications and the needs of Users.

**1. DEFINITIONS.** The following words and phrases, whenever used in this Policy shall have the meanings defined in this section unless the context clearly requires otherwise:

- (a) “Complete Streets Infrastructure” means design features that contribute to a safe, convenient, or comfortable travel experience for users, including but not limited to features such as: sidewalks; shared-use paths; bicycle lanes; shared roadways; bicycle boulevards; automobile lanes; paved shoulders; street trees and landscaping; planting strips; curbs; accessible curb ramps; bulb outs; crosswalks; refuge islands; traffic signals, including pedestrian countdown signals, accessible pedestrian signals and pedestrian hybrid beacons; signage; street furniture; bicycle parking facilities; public transportation stops and facilities; transit priority signalization; traffic calming devices such as roundabouts/rotary circles, speed humps, and surface treatments such as paving blocks, textured or colored asphalt, and concrete; narrow vehicle lanes; raised medians; dedicated transit lanes; and those features identified in the Billings Area Bikeway and Trail Master Plan, and the Manual on Uniform Traffic Control Devices.
- (b) “Street” means any road, public or private, open to the use of the public for vehicular travel, as well as bridges, tunnels, underpasses, overpasses and any other similar portions of the roadway network.
- (c) “Street Project” means the construction, reconstruction, retrofit, maintenance, alteration, or repair of any Street, and includes the planning, design, approval, and implementation processes. “Street Project” does not include minor routine upkeep such as cleaning, sweeping, mowing, spot repair, or interim measures on detour routes.



- (d) “Multi-modal Transportation Network” means all facilities, vehicles and devices designed to facilitate the mobility of people.
- (e) “Users” are individuals who use the Multi-modal Transportation Network. Categories of Users include pedestrians; bicyclists; motor vehicle drivers; public transportation riders and people of all ages and abilities.

## **2. IMPLEMENTATION**

- (a) The City of Billings shall consider every Street Project an opportunity to incorporate the principles of Complete Streets.
- (b) The City of Billings shall work in coordination with other organizations, agencies, and jurisdictions to achieve a safe, convenient and connected Complete Streets Infrastructure within the Multi-modal Transportation Network.
- (c) This policy shall guide the City in the development of plans, design standards, procedures, rules, regulations, guidelines, programs, templates, and design manuals. As practicable, these documents and tools will be updated to reflect this Complete Streets Policy.
- (d) The City will provide periodic training on how to integrate, accommodate, and balance the needs of each category of User. Training will be available to City staff, private industry, other jurisdictions, and community members.

## **3. DATA COLLECTION AND PROGRESS REPORTING**

- (a) The City will periodically collect, review and report performance data and benchmark measurements to demonstrate the effectiveness of the policy. This information could include: number of projects completed, number of projects incorporating complete streets infrastructure, actual infrastructure added, number of transit and non-motorized users, community attitudes and perceptions, and safety and health indicators.
- (b) Existing advisory boards and committees such as the Technical Advisory Committee, the Traffic Control Board, the Bicycle and Pedestrian Advisory Committee, the Aviation and Transit Board, Public Works Board, Yellowstone County Board of Health and the Yellowstone County Board of Planning are

# 1 Billings' 2011 Complete Streets Resolution

encouraged to provide ongoing feedback and act as conduit for public participation on the implementation of Complete Streets practices.

#### 4. EXCEPTIONS. Exceptions to implementation of this policy may be considered.

- (a) In considering all exceptions, alternatives shall be explored such as the use of the revised travel lane configurations, paved shoulders, signage, traffic calming, education or enforcement to accommodate pedestrians, cyclists, transit and persons with disabilities.
- (b) In considering all exceptions, future project phasing and improvements should address how complete streets principles will be accommodated.
- (c) Exceptions shall consider the multi-modal transportation network in the immediate vicinity.
- (d) When exceptions occur, alternatives and accommodations shall be documented.

PASSED by the City Council and APPROVED this 22<sup>nd</sup> day of August, 2011.



THE CITY OF BILLINGS:

BY: Thomas W. Hanel  
Thomas W. Hanel, Mayor

ATTEST:

BY: Cari Martin  
Cari Martin, City Clerk



**COMMISSION RESOLUTION NO. 4244**

**A RESOLUTION OF THE CITY COMMISSION PROVIDING FOR A COMPLETE STREETS POLICY AND DIRECTING STAFF TO DEVELOP PERFORMANCE MEASURES AND IMPLEMENTATION STRATEGIES TO ENABLE SAFE AND CONVENIENT ACCESS TO OUR TRANSPORTATION SYSTEM FOR ALL USERS, OF ALL AGES AND ABILITIES, INCLUDING PEDESTRIANS, BICYCLISTS, PEOPLE WITH DISABILITIES, TRANSIT RIDERS, AND MOTOR VEHICLE DRIVERS.**

**WHEREAS**, the Bozeman Community Plan and the Greater Bozeman Area Transportation Plan have established as a goal and future policy a commitment to providing alternatives to the individual passenger vehicle to ensure that a variety of travel options exist which allow safe, logical, and balanced transportation choices; and

**WHEREAS**, the Bozeman Community Plan and the Greater Bozeman Area Transportation Plan recommend the adoption of a Complete Streets policy; and

**WHEREAS**, a Complete Street is one that is designed and operated to safely accommodate all users, including but not limited to: motorists, pedestrians, bicyclists, transit riders, and people of all ages and abilities; and

**WHEREAS**, a Complete Streets philosophy causes transportation agencies to design and operate the entire right of way, both along and across the corridor, to encompass users of all types and to promote safe access and travel for the users; and

**WHEREAS**, increasing active transportation (e.g., walking, bicycling and using public transportation) offers the potential for improved public health, economic development, a cleaner

## 1 Bozeman's 2010 Complete Streets Resolution

environment, reduced transportation costs, enhanced community connections, social equity, and more livable communities; and

**WHEREAS**, Complete Streets create safe routes for children to walk and bicycle to school; and

**WHEREAS**, a Complete Street is comprised of many different elements; these elements may include, but are not limited to: sidewalks, bike lanes, crosswalks, wide shoulders, medians, bus pullouts, special bus lanes, raised crosswalks, audible pedestrian signals, sidewalk bulb-outs, and more; and

**WHEREAS**, Complete Streets elements that are used can vary from project to project, but the end result is still to achieve a connected network that is safe and effective for all modes of travel; and

**WHEREAS**, a Complete Streets policy contributes to a comprehensive, integrated, and connected network for all transportation modes; and

**WHEREAS**, a Complete Streets concept also recognizes the need for flexibility; that all streets are different and user needs should be balanced; and

**WHEREAS**, any exceptions to Complete Streets implementation must be clearly and specifically stated within the policy and require high-level approvals so that there is no confusion what type of design is required; and

**WHEREAS**, the roadway design must fit in with the context of the community while using the latest and best standards; and

**WHEREAS**, all streets are unique and require different levels of attention, so an effective policy must be flexible enough to accommodate all types of roads and be adopted by every agency;



**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF BOZEMAN, MONTANA,** that the City of Bozeman adopts the following Complete Streets Policy; and

**AND BE IT FURTHER RESOLVED,** that effective implementation of this Complete Streets Policy will require the City of Bozeman to review their procedures and, if necessary, restructure them, to consider the needs of pedestrians, motorized and non-motorized vehicle users on every project; and

**AND BE IT FURTHER RESOLVED,** that applicable changes to design manuals or public works standards may need to be made to fully encompass the safety and needs of all users by employing the latest in design standards and innovation; and

**AND BE IT FURTHER RESOLVED,** that periodic education and training of planners and engineers is also recommended to ensure the latest techniques in balancing the needs of roadway users are being applied; and

**AND BE IT FURTHER RESOLVED,** that the City of Bozeman will work with other jurisdictions and transportation agencies within its planning area to incorporate a Complete Streets philosophy and encourage the Montana Department of Transportation, Gallatin County and other municipalities to adopt similar policies; and

**AND BE IT FURTHER RESOLVED,** that existing data sources and projects should be used to track how well the streets are serving all users.

### **Section 1**

#### **Complete Street Policy**

The City of Bozeman will plan for, design, construct, operate, and maintain appropriate facilities for pedestrians, bicyclists, transit vehicles and riders, children, the elderly, and people with disabilities in all new construction and retrofit or reconstruction projects subject to the exceptions contained herein.



The City of Bozeman understands that major street improvements are not a requirement through maintenance activities and should not be expected. However, maintenance activities do present some opportunities that can improve the environment for other roadway users. For example, while the construction of a sidewalk may not be appropriate as part of maintenance activities, facilities such as improved crosswalks, or bike lanes, or a shoulder stripe could be included in a routine re-stripe of a roadway if adequate space exists and the facility is designated to have such facilities in the Bozeman Area Transportation Plan. (See Section 6.6 of the Greater Bozeman Area Transportation Plan 2007 Update for additional examples of improvements that could be associated with various roadway maintenance activities).

The City of Bozeman has and will continue to incorporate Complete Streets principles into: The Greater Bozeman Area Transportation Plan, the Bozeman Community Plan, the Parks Recreation Open Space Trails (PROST) Plan, the Bozeman Unified Development Ordinance (UDO), and other plans, manuals, rules, regulations and programs as appropriate.

Complete Streets principles will be applied on new City projects, privately funded development, and incrementally through a series of smaller improvements and activities over time. All sources of transportation funding, public and private, should be drawn upon to implement Complete Streets within the City of Bozeman. The City of Bozeman believes that maximum financial flexibility is important to implement Complete Streets principles.

Complete Streets principles will be applied in street construction, retrofit, and reconstruction projects except in unusual or extraordinary circumstances contained herein:

1. Bicyclists and pedestrians are prohibited by law from using the facility. In this case, alternative facilities and accommodations shall be provided within the same transportation corridor.
2. Where the existing right-of-way does not allow for the accommodation of all users. In this case alternatives shall be explored such as the use of revised travel lane configurations, paved shoulders, signage, traffic calming, education or enforcement to accommodate pedestrians, cyclists, transit, and persons with disabilities.
3. The cost of establishing bikeways or walkways or other accommodations would be disproportionate to the need, particularly if alternative facilities are available within a reasonable walking and/or bicycling distance. Cost shall be considered disproportionate if the cost of additional complete street facilities is 20% or more of the cost of the work without the additional complete street facilities.
4. Where there is no need, including future need.
5. Where application of Complete Streets principles is unnecessary or inappropriate because it would be contrary to public safety and increase risk of injury or death.

6. The construction is not practically feasible or cost effective because of significant or adverse environmental impacts; or impact on neighboring land uses, including impact from right of way acquisition.

7. Ordinary maintenance activities designed to keep street and other transportation assets in serviceable condition or when interim measures are implemented on temporary detour or haul routes.

8. Ordinary public works or utility maintenance activities, including, but not limited to: water, sewer and storm sewer main repairs; installation of new or removal of existing water or sewer service lines; installation or repair of fire hydrants; installation or repair of private utility fixtures.

Exclusive of Exception 7 and 8, any project that does not meet the Complete Streets principles based on the above exceptions should have said determination confirmed and filed with the City Commission for review.

## **Section 2**

### **Severability.**

If any provision of this policy or the application thereof to any person or circumstances is held invalid, such invalidity shall not affect the other provisions of this policy which may be given effect without the invalid provision or application and, to this end, the provisions of this policy are declared to be severable.

## **Section 3**

### **Effective Date.**

This complete street policy shall be in full force and effect upon passage.

**DATED** this 22<sup>nd</sup> day of February, 2010.

  
**JEFFREY K. KRAUSS**  
Mayor

# 1 Bozeman's 2010 Complete Streets Resolution



APPROVED AS TO FORM:

**GREG SULLIVAN**  
Bozeman City Attorney



## ***RESOLUTIONS OF THE CITY OF HELENA, MONTANA***

### **RESOLUTION NO. 19799**

#### **A RESOLUTION STATING THE POLICY AND INTENT TO PROVIDE “COMPLETE STREETS” FOR ALL USERS OF PUBLIC STREETS IN THE CITY OF HELENA, MONTANA, AND PROVIDING AN IMPLEMENTATION STRATEGY**

**WHEREAS**, U.S. Department of Transportation policy is to incorporate safe and convenient walking and bicycling facilities into transportation projects; and

**WHEREAS**, every transportation agency, including the U. S. Department of Transportation, has the responsibility to improve conditions and opportunities for walking and bicycling and to integrate walking and bicycling into their transportation systems; and

**WHEREAS**, because of the numerous individual and community benefits that walking and bicycling provide, including health, safety, environmental, transportation, and quality of life, transportation agencies are encouraged to go beyond minimum standards to provide safe and convenient facilities for these modes of travel; and

**WHEREAS**, complete streets are essential for providing safe routes to schools for children; and

**WHEREAS**, §61-8-501, MCA, states pedestrians are accorded privileges and are subject to restrictions on roads as set forth in the law; and

**WHEREAS**, §61-8-602, MCA, gives bicycle riders all the rights of and makes them subject to all the duties applicable to drivers of vehicles; and

**WHEREAS**, City policy, as stated in the Greater Helena Area Transportation Plan, approved by the City Commission on December 19, 2005, is to develop a living plan for the greater Helena





## ***RESOLUTIONS OF THE CITY OF HELENA, MONTANA***

### ***Resol. No. 19799***

area to create and maintain corridors for bicyclists and other modes of travel and recreation that are safe and effective for their transportation and enjoyment, and encourage walking, bicycling, and transit use as safe, convenient, and widely available modes of transportation for all people; and

**WHEREAS**, the proposed Helena Growth Policy recognizes the need to include facilities for safe travel by pedestrians and bicyclists in street improvement projects and developing areas, to minimize vehicle miles traveled in the Helena area, and to implement policies and decisions to ensure that bicyclists and pedestrians can use and cross major roadways and highways leading to surrounding areas; and

**WHEREAS**, the Helena City Commission accepted the Helena Climate Change Task Force Action Plan 2009 that included a recommendation to Improve Non-Motorized Transportation Policy and Infrastructure, and specifically recommended adoption of a “Complete Streets” transportation design ordinance by January of 2010; and

**WHEREAS**, a stated goal of the City-County Health Department is to prevent obesity and reduce the risk of chronic disease through promotion of physical activity, nutrition, and a better built environment; and

**WHEREAS**, the City-County Board of Health adopted a Resolution of Support for Local, Statewide, and Federal Initiatives That Promote Transportation and Land-Use Policies and Practices That Promote Good Health; and



## ***RESOLUTIONS OF THE CITY OF HELENA, MONTANA***

### ***Resol. No. 19799***

**WHEREAS**, other governmental agencies and jurisdictions nationwide have adopted Complete Streets policies, including the U.S. Department of Transportation, numerous state transportation agencies, Seattle, San Francisco, Sacramento, San Diego, Boulder, Chicago, Portland, Lansing, Bozeman, and Missoula; and

**WHEREAS**, the Helena Citizens' Council has determined that the implementation of Complete Streets concepts is in the best interests of Helena; and

**WHEREAS**, the Helena City Commission, in its resolution establishing the Non-Motorized Travel Advisory Council, has recognized that traffic congestion, community growth, limited parking facilities, environmental issues, climate change, increasing fuel costs, energy shortages, and concern for personal and public health have combined to make non-motorized transportation an increasingly needed alternative to use of automobiles.

**NOW, THEREFOR, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF HELENA, MONTANA:**

**Section 1.     Policy:** The City of Helena hereby establishes a policy to require the planning, design, construction, and maintenance of streets to work toward the goal of making streets in Helena complete streets.

**Section 2.     Definitions:** The following definitions apply to the terms used in this resolution:

## ***RESOLUTIONS OF THE CITY OF HELENA, MONTANA***

### ***Resol. No. 19799***

a. “Complete Street” is a street that has appropriate street features to accommodate and coordinate all modes of transportation, both motorized and non-motorized, and people of all ages and abilities, with special consideration to optimize safety, interconnectivity, compatibility, and convenience.

b. “Complete Street Features” are sidewalks, bicycle lanes, motor vehicle lanes, shared-use lanes and paths, paved shoulders, street trees and landscaping, vegetative planting strips, curbs and gutters, accessible curb ramps, crosswalks, refuge islands, pedestrian and traffic signals, directional signs, street furniture, bicycle parking facilities, public transportation stops and facilities, transit priority signalizations, traffic calming devices such as rotary circles and curb bulb-outs, and surface treatments such as paving blocks, textured asphalt, and concrete, narrow vehicle lanes, raised medians, and dedicated transit lanes.

**Section 3.** The City Manager shall direct appropriate staff to make a recommendation to the Commission of changes to City Code and engineering and design standards that are necessary to implement this policy into the design and construction of new streets as complete streets. This recommendation shall include a proposed timeline for suggested changes. No later than the end of June of 2011, the City Manager shall present a scoping document for the process of making this recommendation, which identifies sections of the Helena City Code and engineering and design standards likely to need changes.



**RESOLUTIONS OF THE CITY OF HELENA, MONTANA****Resol. No. 19799**

**Section 4.** By the end of June 2011, the City Manager shall make a recommendation to the Commission for a process of reviewing, inventorying, and establishing a hierarchy of complete street needs for selected existing streets and proposed streets for which construction plans have been approved, all of which are either identified or are indispensably integral with the goals in the 2005 Greater Helena Area Transportation Plan. This recommendation shall also include a proposal for prioritizing selected streets for the addition of complete streets features. Additionally the recommendation shall make suggestions, consistent with the annual budget process, for triggering points as to when complete street features would be applicable to existing streets.

**Section 5.** Partnerships with private developers, Lewis and Clark County, Jefferson County, the Montana Department of Transportation, and other governmental agencies and organizations are encouraged so transportation and development projects that extend beyond the City's corporate limits meet the goals of this policy.

**Section 6.** The City will document progress when implementing complete streets features by reporting:

- a. descriptive statistics such as miles of on-street bicycle and multi-use routes created, new linear feet of pedestrian accommodations, and number of ADA sidewalk ramps installed or improved;
- b. qualitative measures and comparison with benchmarks or other appropriate metrics; and



## **RESOLUTIONS OF THE CITY OF HELENA, MONTANA**

***Resol. No. 19799***

c. other information the City Commission may require.

**PASSED AND EFFECTIVE BY THE COMMISSION OF THE CITY OF HELENA,  
MONTANA, THIS 20<sup>th</sup> DAY OF DECEMBER, 2010.**

**/S/ James E. Smith**  
**MAYOR**

**ATTEST:**

**/S/ Debbie Havens**  
**CLERK OF THE COMMISSION**

**RESOLUTION NUMBER 7473**

**A RESOLUTION OF THE CITY COUNCIL PROVIDING FOR A COMPLETE STREETS POLICY AND DIRECTING STAFF TO DEVELOP IMPLEMENTATION STRATEGIES TO INCREASE THE USABILITY OF ALL STREETS FOR ALL MODES OF TRAVEL FOR CITIZENS OF ALL AGES AND ABILITIES IN MISSOULA.**

**WHEREAS**, The City of Missoula wishes to ensure that all users of our transportation system are able to travel safely and conveniently on all streets and roadways within the public right-of-way in Missoula; and

**WHEREAS**, a complete street is defined as one which provides a safe, convenient, and context-sensitive facility for all modes of travel, for users of all ages and all abilities; and

**WHEREAS**, complete streets better serve the needs of those who use transit by providing access to transit systems; and

**WHEREAS**, complete streets have public health benefits, such as encouraging physical activity and improving air quality, by providing the opportunity for more people to bike and walk safely; and

**WHEREAS**, complete streets improve access and safety for those who cannot or choose not to drive motor vehicles; and

**WHEREAS**, complete streets are essential in providing safe routes to school for children; and

**WHEREAS**, complete streets policies have been adopted legislatively by at least five states, and by at least 36 localities – of which 13 are by local law (resolutions or ordinances); and

**WHEREAS**, the City of Missoula currently has a limited complete streets policy applying particularly to streets developed in new subdivisions; and

**WHEREAS**, the City of Missoula Public Works Department has a Master Sidewalk Plan and other programs to improve the ability of Missoula's streets to meet the travel needs of all users; and

**WHEREAS**, the concept and principles of complete streets are entirely compatible with the direction and plans embodied in the 2008 Missoula Urban Area Transportation Plan update; and

**WHEREAS**, it is the desire of the City of Missoula to formalize a commitment to the principles of complete streets for all of our streets;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MISSOULA, MONTANA**, that the City of Missoula commits to a Complete Streets Policy which has the following elements:

1. Any roadway in the city of Missoula which is to be newly constructed or completely reconstructed must be designed and constructed to
  - A. provide for the safety and convenience of all users of all ages and of all abilities: pedestrians, bicyclists, transit users, and motorists; and
  - B. address the needs of all users both along roadway corridors and crossing the corridors.
2. Any project in which an existing roadway surface is to be restored or rehabilitated, and any remediation of deficient or non-existent sidewalks, shall be reviewed for the potential of making the roadway a complete street. Consideration shall particularly include proportionality: is the scope of work needed to make a complete street reasonable in relation to the scope of the proposed roadway maintenance or improvement?



## 1 Missoula's 2009 Complete Streets Resolution

3. Any exception to applying this Complete Streets Policy to a specific roadway project must be approved by the City Council, with documentation of the reason for the exception.
4. An annual report will be made to the City Council by the City Administration showing progress made in implementing this policy.

**AND BE IT FURTHER RESOLVED BY THE CITY COUNCIL OF THE SAID CITY OF MISSOULA, MONTANA,** that this Complete Streets Policy will apply to the scoping, design, and construction of projects.

**AND BE IT FURTHER RESOLVED BY THE CITY COUNCIL OF THE SAID CITY OF MISSOULA, MONTANA,** that the Public Works Department will review current design standards, including the design standards embodied in the most recent version of the subdivision regulations (currently Article 3-2 and 3-3) which apply to new roadway construction, to assure that they reflect the best available design standards and guidelines, and effectively implement the Complete Streets Policy above stated.

**AND BE IT FURTHER RESOLVED BY THE CITY COUNCIL OF THE SAID CITY OF MISSOULA, MONTANA,** that these design standards also serve as guidance for all existing roadway rehabilitation, reconstruction, or resurfacing, to the extent that the work required is reasonably proportional to the scale of the proposed rehabilitation, reconstruction, or resurfacing.

**AND BE IT FURTHER RESOLVED BY THE CITY COUNCIL OF THE SAID CITY OF MISSOULA, MONTANA,** that application of design standards will be flexible to permit context-sensitive design, fitting the roadway design within the context of the neighborhood, recognizing that all streets are different and user needs will be balanced.

**AND BE IT FURTHER RESOLVED BY THE CITY COUNCIL OF THE SAID CITY OF MISSOULA, MONTANA,** that exceptions may be made when

- The project involves a roadway on which non-motorized use is prohibited by law. In this case, an effort shall be made to accommodate pedestrians and bicyclists elsewhere.
- There is documentation that there is an absence of use by all except motorized users now and would be in the future even if the street were a complete street.

**AND BE IT FURTHER RESOLVED BY THE CITY COUNCIL OF THE SAID CITY OF MISSOULA, MONTANA,** that staff in the Public Works Department be directed to develop ordinances, resolutions, programs, and recommendations for funding to implement the Complete Streets Policy, for consideration by the City Council; and that these shall identify the complete streets needs and recommend a plan to meet those needs, including for sidewalks, throughout the city.

**AND BE IT FURTHER RESOLVED BY THE CITY COUNCIL OF THE SAID CITY OF MISSOULA, MONTANA,** that the City Council commits to including Complete Streets Policy and principles in all future City plans.

**PASSED AND ADOPTED** this 24<sup>th</sup> day of August, 2009.

**ATTEST:**

/s/ Martha L. Rehbein  
Martha L. Rehbein,  
City Clerk

(SEAL)

**APPROVED:**

/s/ John Engen  
John Engen,  
Mayor

## 2. Joint Use Agreements

Joint Use Agreements (JUAs) are state-, district-, or school-level policies that allow for shared use of space or facilities among community partners by formally outlining the terms and conditions of use, management, scheduling, maintenance, and liability, as well as the roles and responsibilities of partners. For school recreational facilities, these partners are typically the school, or school district and local government. This type of policy can result in cost sharing, limitations on liability, and, most importantly, improved access to recreational sites and opportunities for physical activity. For example, JUAs may allow school facilities to be open at night and on the weekend; coordinate scheduling of school, city and county facilities; or create new partnerships to build recreational facilities.

***“...In recent years, increasing access to recreational facilities that already exist at schools has emerged as one of the most promising strategies for building more opportunities for activity into neighborhoods.”***  
– ChangeLab Solutions

Montana law currently allows for schools to enter into JUAs. Montana Code Annotated §§20-7-801 - 20-7-805 and §20-6-607 state:

*Any school district, independently or in cooperation with any other city, town or board of park commissioners, may acquire, equip, and maintain land, buildings, and other recreational facilities for the purpose of operating a program of public recreation.*

*The district's trustees may lease or rent school property under the terms specified by them, and any money collected may be used for any proper school purpose.*

## 2 Joint Use Agreements

### Montana Examples

Both Missoula and Great Falls have been working for some time to open school recreational facilities to public use. In May and November of 2011, the City of Missoula entered into three Memorandums of Understanding (MOU) with Missoula County Public Schools to open outdoor playgrounds to public use at six area schools. These MOUs effectively function as JUAs and are provided on the following pages for reference .

Missoula	
<b>Involved Entities:</b>	City of Missoula and Missoula County Public Schools for the following schools: Franklin School, Lewis and Clark School, Jefferson Preschool, Rattlesnake Elementary School, Paxon Elementary School, and Cold Springs Elementary School.
<b>Notes:</b>	<ul style="list-style-type: none"><li>• The MOUs, ensure public access to the playground before 8 a.m. and after 3:30 p.m., Monday through Friday, and all weekends and summers. A Public Welcome sign (at least 12" wide) shall be displayed near each playground.</li><li>• As a part of the MOUs, the City of Missoula Office of Neighborhoods provided Franklin and Lewis &amp; Clark Schools with general grants of \$3,000 each.</li></ul>
<b>Contact:</b>	Shirley Kinsey Recreation Manager Missoula Parks & Recreation 600 Cregg Ln Missoula, MT 59801 sKinsey@ci.missoula.mt.us (406) 552-6273

## National Examples

Tucson, Arizona <sup>2</sup>	
<b>Involved Entities:</b>	City of Tucson and the Tucson Unified School District (TUSD)
<b>Notes:</b>	<ul style="list-style-type: none"> <li>• TUSD is responsible for maintenance and upgrade costs at all school playgrounds and fields throughout the school year. The City takes over maintenance and equipment costs during summer months. In exchange, the schools open gates or take down fences and make these spaces available to the public after school hours and on weekends.</li> <li>• The Tucson Police Department agreed to do regular patrols at each schoolyard covered by a joint use agreement, and its role was written into the agreement. This arrangement encouraged community buy-in.</li> <li>• Because of budget limitations, the agreement was limited to 12 school sites: two TUSD elementary schools in each of the city's six wards. The parks department and TUSD selected schools that were furthest from other parks and playgrounds.</li> <li>• A reduction in vandalism has been observed due to the increased visibility of the opened sites.</li> </ul>

2. [http://kaboom.org/joint\\_use](http://kaboom.org/joint_use)



## 2 Joint Use Agreements

Hernando, Mississippi <sup>2</sup>	
Involved Entities:	City of Hernando and Oak Grove Elementary, Hernando Middle School and Hernando High School.
Notes:	<ul style="list-style-type: none"><li>• In 2010, Mississippi gave grants to 20 communities to encourage them to create joint use agreements that would open public schools to the community after school hours and on weekends. The program was funded by the Centers for Disease Control and Prevention (CDC) through its Communities Putting Prevention to Work initiative.</li><li>• Under the state's joint use agreement incentive program, each of Hernando's three schools received \$3,750 to purchase new gymnasium equipment.</li><li>• The City uses the gyms to host a youth basketball program.</li><li>• The schools issue keys to the parks department so that the director, the assistant director, the program coordinator, and the basketball league director are responsible for locking and unlocking the gymnasium.</li></ul>

2. [http://kaboom.org/joint\\_use](http://kaboom.org/joint_use)





## Resources

- ❑ Jeffrey M. Vincent, PhD. 2012. *Partnerships For Joint Use, Expanding the Use of Public School Infrastructure to Benefit Students and Communities*. Center for Cities & Schools at the University of California, Berkeley. Retrieved from: [http://media.cefpi.org/CCS\\_Partnerships.pdf](http://media.cefpi.org/CCS_Partnerships.pdf)
- ❑ Robert S. Ogilvie and Jason Zimmerman. ChangeLab Solutions. 2010. *Opening School Grounds to the Community After Hours: A toolkit for increasing physical activity through joint use agreements*. Retrieved from: <http://changelabsolutions.org/publications/opening-school-grounds-community-after-hours>; <http://www.jointuse.org>
- ❑ Joint Use 101.  
Retrieved from: [http://www.jointuse.org/wp-content/uploads/2009/06/jointuse101\\_final.pdf](http://www.jointuse.org/wp-content/uploads/2009/06/jointuse101_final.pdf)
- ❑ California Pan-Ethnic Health Network. 2009. *Unlocking the Playground: Achieving Equity in Physical Activity Spaces*. Retrieved from: [http://cpehn.org/sites/default/files/resource\\_files/jointusebrief2009.pdf](http://cpehn.org/sites/default/files/resource_files/jointusebrief2009.pdf)
- ❑ 21<sup>st</sup> Century School Fund. 2010. *Joint Use of Public Schools: A Framework for a New Social Contract*  
Retrieved from: <http://www.21csf.org/csf-home/publications/ConceptPaperJointUseofPublicSchools.pdf>
- ❑ 21<sup>st</sup> Century School Fund. 2010. *Joint Use Cost Calculator for School Facilities*  
Retrieved from (it takes a little while to open): [http://www.21csf.org/csf-home/publications/21CSF\\_CCS\\_JointUseCalculatorSeptember2010\\_BETA.xls](http://www.21csf.org/csf-home/publications/21CSF_CCS_JointUseCalculatorSeptember2010_BETA.xls)
- ❑ Journal of School Health. 2010. *Liability Risks for After-Hours Use of Public School Property: A50 State Survey*. Retrieved from: <http://onlinelibrary.wiley.com/doi/10.1111/j.1746-1561.2010.00535.x/full>
- ❑ ChangeLab Solutions. 2012. *Model Joint Use Agreements*.  
Retrieved from: <http://changelabsolutions.org/publications/model-JUAs-national>
- ❑ KaBoom. 2010. *Playing Smart: Maximizing the Potential of School and Community Property through Joint Use Agreements*. Retrieved from: [http://kaboom.org/joint\\_use](http://kaboom.org/joint_use)



### 3. Sidewalk Programs

Many Montana communities have sidewalk networks that are fragmented, disconnected, and poorly maintained. This is due, in large part, to minimal sidewalk requirements in new developments that were built in the 1970s and 1980s. Sidewalk programs help renew and expand sidewalk networks in Montana communities. One way communities can promote walking is through infrastructure improvements that complete or repair the pedestrian network – often referred to as “sidewalk infill.” The goal of sidewalk infill programs is to improve the continuity and connectivity of pedestrian routes by connecting and repairing fragmented segments of a community’s existing sidewalk network.<sup>3</sup>

The presence of sidewalks along streets and in neighborhoods can have a dramatic impact on physical activity levels of residents and the transportation options available to the community. According to the National Complete Streets Coalition, 43 percent of people with safe places to walk within 10 minutes of home meet recommended activity levels, whereas only 27 percent of people without safe places to walk meet these activity levels. Furthermore, residents were found to be 65 percent more likely to walk in a neighborhood with sidewalks.<sup>4</sup>

One well-documented Montana example echoes the National Complete Streets Coalition’s findings. The City of Bozeman performed a video monitoring program of West Babcock Street before and after a reconstruction. Following the addition of sidewalks, the study noted an immediate 273 percent increase in pedestrian activity.<sup>5</sup>

Often the biggest hurdle for communities is coming up with ways to fund sidewalk infill projects. Typically, available funding for sidewalk construction and maintenance in operational budgets is scarce. In many communities this is because sidewalk construction and maintenance is the legal responsibility of the adjacent property owner (in the case of existing development) or the developer (in the case of new development). Local ordinance and subdivision regulations typically govern sidewalk installation and maintenance responsibilities.

***“...residents were found to be 65 percent more likely to walk in a neighborhood with sidewalks.”***  
– National Complete Streets Coalition

3. Smart Growth America: [Complete Streets Promotes Good Health](#)

4. Giles-Corti, B., & Donovan, R.J. (2002). [“The relative influence of individual, social, and physical environment determinants of physical activity”](#)

5. [West Babcock Study: http://www.bozeman.net/Smarty/files/73/732447ea-e1cf-4764-ad7f-8cf0b960e8e9.pdf](http://www.bozeman.net/Smarty/files/73/732447ea-e1cf-4764-ad7f-8cf0b960e8e9.pdf)



## 3 Sidewalk Programs

### Montana Examples

Many Montana communities have programs for repairing aging sidewalk infrastructure; however, few communities have programs for funding or financing the installation of new sidewalk. Each town or city handles sidewalk repair and installation differently. Several cities have a system developed to prioritize sidewalk projects.

### 50/50 Cost Share

The 50/50 program is a model that splits the cost of sidewalk replacement and/or construction between the property owner and the local agency. The source of funding can vary, but is typically a defined item in the agencies annual budget.

Kalispell	
<b>Eligibility:</b>	Sidewalk Replacement Only
<b>Funding Level:</b>	<p>In FY 2011, a total of 10 residents participated, replacing 2.7 blocks of sidewalks.</p> <p>In FY 2012, a total of 18 residents participated replacing 5.2 blocks of sidewalks.<sup>6</sup> \$36,500 is available in FY 2013 (general fund).</p>
<b>Notes:</b>	This funding program is not available for construction of new sidewalk in Kalispell.
<b>Contact:</b>	<p>Kalispell Public Works 201 1st Avenue East, Kalispell, MT 59901 <a href="mailto:publicworks@kalispell.com">publicworks@kalispell.com</a> 406-758-7720</p>

6. [Kalispell 50/50 Sidewalk Replacement Program](#)



Superior	
<b>Eligibility:</b>	Sidewalk Replacement and New Construction
<b>Funding Level:</b>	<p>Several payment options are available.<sup>7</sup> The property owner may:</p> <ul style="list-style-type: none"> <li>• Pay contractor in full and be reimbursed for 50 percent of the cost.</li> <li>• Pay contractor 50 percent of the cost and have the city pay the contractor directly the remaining 50 percent.</li> <li>• Pay the town 50 percent of the cost in twelve equal installments with the town paying the contractor.</li> </ul>
<b>Notes:</b>	<p>Eligibility for new sidewalk construction is dependent on the “benefit to citizens and the Town of Superior.”</p> <p>Sidewalk that is crumbling, is causing a drainage problem, has cracking exceeding one inch horizontally, or has a vertical displacement of greater than two inches, qualifies for the program.</p> <p>Handicap accessible sidewalks will be installed at every intersection to meet federal standards for slope and width.</p> <p>Replacement will be limited to sidewalks the length of the property in public right of way. This applies to sidewalks adjacent to residential, commercial and church properties.</p>
<b>Contact:</b>	<p>Town of Superior 406-822-4672 <a href="mailto:townofsuperior@blackfoot.net">townofsuperior@blackfoot.net</a> 305 W Main Ave, Superior, MT 59872</p>

7. [Town of Superior 50/50 Sidewalk Program](#)

### 3 Sidewalk Programs

#### Health Plan Style

Missoula <sup>8,9</sup>	
<b>Eligibility:</b>	New Sidewalk Construction
<b>Funding Level:</b>	Total funds expended range from \$500,000-800,000 per year.
<b>Notes:</b>	The financing model is based on the concept used in the health insurance industry. The city pays the first \$1,000; The city and property owner split 50-50 any additional expense up to \$7,000; and the city pays the remainder up to \$15,000. The median project value is approximately \$3,500.
<b>Contact:</b>	City of Missoula Public Works 406-552-6345 435 Ryman, Second Floor - West End, Missoula, MT 59802

#### Low or No -Cost Loans

Helena <sup>10</sup>	
<b>Eligibility:</b>	Sidewalk Replacement Only
<b>Funding Level:</b>	As of 2011, 32 homeowners were participating in the program with an average repaired area totaling 234 square feet and averaging \$1,500 in total cost.
<b>Notes:</b>	<ul style="list-style-type: none"> <li>• Loan package available to property owners to help offset the cost of sidewalk replacement.</li> <li>• This is a no-interest loan over a period of 10 years.</li> <li>• A statement is sent in December of the year the replacement occurred explaining the total amount due and the payment options.</li> </ul>
<b>Contact:</b>	City of Helena Public Works 406-447-8096

8. [http://missoulain.com/news/local/missoula-city-council-oks-plan-to-share-sidewalk-costs-with/article\\_66b259a0-06cb-11e2-a520-001a4bcf887a.html](http://missoulain.com/news/local/missoula-city-council-oks-plan-to-share-sidewalk-costs-with/article_66b259a0-06cb-11e2-a520-001a4bcf887a.html)

9. <http://www.missoulagov.org/Sidewalks>

10. <http://www.helenamt.gov/parks/storage-folder/faq-pages/master-faq-page/sidewalks.html>

Livingston	
<b>Eligibility:</b>	Sidewalk Replacement and New Sidewalks
<b>Funding Level:</b>	In FY 2012, total expenditures will be approximately \$35,000. A \$11,500 increase in revenue estimates is also projected, based on the property owners who have or will repay their loans.
<b>Notes:</b>	<ul style="list-style-type: none"> <li>• Low-interest loans for property owners who want to replace their sidewalks. The loan program enables the work to be done now and allows the property owner to pay for the cost of the improvement over time.<sup>11</sup></li> <li>• Homeowners may choose the City's contractor and have the cost added to their taxes for 5 years with 6 percent interest added to the total cost. This approach limits the amount of sidewalk that can be replaced each budget year due to the initial financial outlay on the part of the City.</li> </ul>
<b>Contact:</b>	City of Livingston Public Works <a href="mailto:swulf@livingstonmontana.org">swulf@livingstonmontana.org</a> 406-222-1142

11. <http://www.livingstonmontana.org/living/docs/Mid Year Budget Review FY 12.pdf>

#### Street Maintenance District

Hamilton	
<b>Eligibility:</b>	Sidewalk Replacement Only
<b>Funding Level:</b>	The City of Hamilton utilizes a portion of its overall street maintenance district to fund street and sidewalk replacement (totaling approximately \$200,000 annually – inclusive of all street maintenance activities). A street maintenance district uses assessment revenue from all property owners to fund street maintenance.
<b>Notes:</b>	<ul style="list-style-type: none"> <li>• In 2006, the City performed a sidewalk assessment. This led to an aggressive sidewalk replacement and repair effort to address the majority of the original 102 inventoried locations that had been noted as deficient. This is a no-interest loan over a period of 10 years.</li> <li>• In February of 2012, the City conducted a second inventory and is now working to correct an additional 73 deficiencies</li> <li>• This funding source allows replacement of sidewalks only, and cannot be used to add curb ramps where they are lacking, or to construct new sidewalk.</li> </ul>
<b>Contact:</b>	City of Hamilton Public Works 223 S.2nd Street, Hamilton, MT 59840 <a href="mailto:pwclerk@cityofhamilton.net">pwclerk@cityofhamilton.net</a> 406-363-6717

## Improvement Districts

**Special Improvement Districts (SIDs), Local Improvement Districts (LIDs) and Business Improvement Districts (BIDs)** are special assessment districts within a city, formed by property and/or business owners as a means of funding and implementing local improvement projects. Establishment of a LID/ BID offers low-interest financing, funded through the sale of bonds, for district-wide improvement projects. Incremental assessments are collected over several years for the collective costs of projects in the district. BIDs are typically present in commercial districts where SIDs or LIDs can involve residential areas. Projects are typically infrastructural and can include construction and maintenance of sidewalks, street lighting, roads, and utility lines. The benefits of SIDs/BIDs are that they provide a means of funding public projects that the City cannot fund, they offer project financing for property owners, they spread the costs of projects over all affected property owners, and the owner assessments directly reflect the costs of the projects. The drawbacks of SIDs/BIDs are that they take a significant amount of time to establish and the project approval process can be tedious. SIDs and BIDs are typically established independently of strategic sidewalk infill plans, but could be considered in these plans as a way of leveraging funds and support. Several Montana cities have used SIDs (such as Bozeman's South 8<sup>th</sup> Avenue reconstruction) and other improvement districts to provide sidewalks, typically as a component of a larger project.

## Tax Increment Financing

Tax Increment Financing (TIF) is a method to use future gains in taxes to subsidize current improvements, which are projected to create the conditions for said gains. The completion of a public project often results in an increase in the value of surrounding real estate, which generates additional tax revenue. Sidewalk and other streetscape improvements are popular applications of TIF funding. TIF districts (a geographic boundary around the business district) are often created by local economic development officials such as a downtown association, or a renewal board.



### 3 Sidewalk Programs

Bozeman	
<b>Eligibility:</b>	Sidewalk Replacement, New Construction, Street Beautification, Frontage Improvements, Lighting Improvements along North 7th Avenue in Bozeman, MT
<b>Funding Level:</b>	FY 2012 saw approximately \$50,000 utilized for sidewalk and landscaping improvements. FY 2013 has nearly \$900,000 in activity – part of which will go to shared-use-path development and other bicycle/pedestrian improvements.
<b>Notes:</b>	<ul style="list-style-type: none"> <li>• In November 2006, the City of Bozeman designated a Tax Increment Finance (TIF) District, under which incremental increases in taxes due to redevelopment are accumulated in a TIF fund.</li> <li>• The expenditure of this fund is guided by the North 7th Avenue Design and Connectivity Plan (District Plan) and the Blight Report adopted by the Bozeman City Commission in 2005. This Plan is the city's response to remedy the conditions of blight found in the August 2005 Blight Report through thoughtful redevelopment of the Corridor.</li> <li>• Since 2010 several sidewalk gaps have been filled<sup>12</sup>, with several intersections being rebuilt and beautified at the corners to increase pedestrian comfort.<sup>13</sup></li> </ul>
<b>Contact:</b>	City of Bozeman 20 E Olive St, Bozeman, MT 59715 <a href="mailto:kthorpe@bozeman.net">kthorpe@bozeman.net</a> (406) 582-2260

12. <http://www.nsurb.net/past-present/>

13. <http://www.nsurb.net/district-news/past-projects/>



## Federal Funding

On December 4, 2015, President Obama signed the [Fixing America's Surface Transportation \(FAST\) Act](#) (Pub. L. No. 114-94) into law—the first federal law in over a decade to provide long-term funding certainty for surface transportation infrastructure planning and investment. The FAST Act eliminates the MAP-21 Transportation Alternatives Program (TAP) and replaces it with a set-aside of Surface Transportation Block Grant (STBG) program funding for transportation alternatives (TA). These set-aside funds include all projects and activities that were previously eligible under TAP, encompassing a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity. To learn more about Montana Department of Transportation's disbursement of Transportation Alternatives funding, visit [http://www.mdt.mt.gov/mdt/ta\\_application.shtml](http://www.mdt.mt.gov/mdt/ta_application.shtml).

## National Toolbox of Additional Sidewalk Program Strategies

Other strategies for funding sidewalk infill programs exist. The following strategies rely more on obtaining funding from broad based, jurisdiction-wide, public revenue sources rather than from individual, localized assessments such as a BID, SID or LID. Funding sidewalks from broad sources, such as taxes and grants, supports the idea that sidewalks are part of the public transportation network, and their implementation is the responsibility of all citizens.

## Voter-Approved Taxes

Another successful means of funding sidewalk construction is through voter-approved tax increases. These usually come in the form of a tax increment attached to a local sales tax or utilities tax. Municipalities that have had success with this funding method include the following:

**Olympia, Washington**, residents have voted in a 2 percent increase on their telecom, gas, and electric tax to fund sidewalk improvements. A concerned group of citizens supported and promoted the cause, and gained support by voters. Funds generated from taxes have increased the annual budget for sidewalks by over one million dollars, providing a substantial financial base for their sidewalk infill program.<sup>14</sup>

**San Diego Region, California**, has a local half-cent sales tax increase program called TransNet. The fund is inclusive of all areas in the San Diego Association of Governments Metropolitan Planning Organization and individual municipalities apply for sidewalk funds through the MPO.<sup>15</sup>

14. More information can be found on pages 233-235 of the *Pedestrian and Bicycle Information Center Case Study Compendium*: [http://www.pedbikeinfo.org/cms/downloads/pbic\\_case\\_study\\_compendium.pdf](http://www.pedbikeinfo.org/cms/downloads/pbic_case_study_compendium.pdf)

15. More information on TransNet can be found here: <http://www.sandag.org/index.asp?classid=30&fuseaction=home.classhome>

### 3 Sidewalk Programs

#### Fuel Taxes

Some municipalities have been able to use funds collected from state motor vehicle fuel taxes to fund sidewalk maintenance and construction programs:

**Charlotte, North Carolina**, now funds its sidewalk construction and replacement program through funds collected from the fuel tax as part of the Powell Bill. Their annual budget for sidewalk construction and maintenance is around \$555,000. Before the Powell Bill<sup>16</sup> was passed into law, Charlotte filled sidewalk gaps through individual property assessments. Eliminating assessments for sidewalks has allowed them to standardize and streamline design and construction.<sup>17</sup>

**Downers Grove, Illinois**, funds their Capital Improvement Program (CIP) in part through the state motor vehicle fuel tax.<sup>18</sup>

#### Parking Tolls

Parking tolls fund local sidewalk and streetscaping projects in some Business Improvement Districts. Collections from parking tolls, paired with CIP funds can fund construction of sidewalk and streetscape improvement projects throughout a municipality:

**Pasadena, California**, has used parking meters as a means of revitalizing a declining, historic business district known as Old Pasadena. The streetscape improvements, funded by revenue generated from the meters, have proven successful in drawing people to the area and improving business throughout the district.<sup>19</sup>

**Downers Grove, Illinois**, partly funds the roadway and sidewalk improvement projects in their CIP through revenue generated from parking tolls.<sup>20</sup>

16. Information on the NC Powell Bill: <https://connect.ncdot.gov/municipalities/state-street-aid/pages/default.aspx>

17. More information about the program can be found here: <http://charlottenc.gov/Transportation/Programs/Pages/CommunityInvestments.aspx>

18. Additional information on their CIP can be found on the City's website: [http://www.downers.us/public/docs/vlg\\_budget/2011/CIP.pdf](http://www.downers.us/public/docs/vlg_budget/2011/CIP.pdf)

19. A full overview of the program's history and success is located here: <http://shoup.bol.ucla.edu/SmallChange.pdf>

20. An overview of their CIP, including a breakdown of funding sources, can be found on the City's website: [http://www.downers.us/public/docs/vlg\\_budget/2011/CIP.pdf](http://www.downers.us/public/docs/vlg_budget/2011/CIP.pdf)

## 4. Subdivision Regulations

The Montana Subdivision and Platting Act (Montana Code Annotated § 76-3-101) requires all local governments to adopt subdivision regulations that are consistent with the State's regulations. Subdivision regulations control the standards by which land is subdivided and developed. A subdivision occurs whenever a parcel of land is divided into two or more individual parcels. Subdivision regulations often work in combination with zoning regulations, but may also be implemented in jurisdictions without zoning. In either case, subdivision regulations allow a local government to guide the character of new development. While subdivision regulations define the development standards and requirements for each new parcel, zoning ordinances outline the appropriate uses of different distinct mapped districts.

Subdivision regulations help ensure newly divided land is developed with adequate access to public utilities and facilities. Once the development and construction of the land is complete, the local government becomes responsible for maintaining its public infrastructure. This is an important regulatory control of local government, ensuring the new development compliments the overall vision of the community as guided by the Growth Policy (see section 5).

Subdivision regulations can play an important role in the provision of sidewalks, trails, and parks – all essential elements to active transportation and recreation. To be effective, language within subdivisions should be strong and offer few exceptions or opportunities for in-lieu payments. Elected officials, city staff and advisory boards should have confidence in the strength of the subdivision regulations and limit exceptions and variances for these facilities.

### Montana Examples

Over the last decade, Bozeman's Unified Development Ordinance (UDO) has guided the creation of new neighbourhoods that support active living in Montana. However, many subdivision regulations in the state do not have strong language requiring sidewalks, trails and parks, or they allow exceptions to be granted too easily.



Bozeman Unified Development Ordinance <sup>21</sup>	
Year Adopted:	1998
Active Living Highlights:	<p>Subdivisions must comply with subarea or neighborhood plans, and developers must consult existing plans. Developers must also consult with the recreation and parks advisory board. This board considers existing plans to determine the types of parks needed for the development and surrounding area. Linear parks must be provided along corridors identified in the Parks, Recreation, Open Space and Trails (PROST) Master Plan. Developers shall install pathways in accordance with the UDO, the growth policy (see section 5), the most recently adopted long-range transportation (see section 6) any adopted citywide park plan and any adopted individual park master plan. Trails shall comply with City of Bozeman Design Specifications.</p> <p>The UDO provides requirements for parks and open space. For major subdivisions, with few exceptions, 0.03 acres — or approximately 1,300 square feet — of park area or open space shall be provided. The City Commission may determine whether the park dedication must be a land dedication, cash donation in-lieu of land dedication or a combination of both.</p> <p>Per the growth policy and transportation plan, on-street accommodations for active transportation must be provided. In Bozeman, detailed cross-sections in the transportation plan depict sidewalk width, bike lanes, and trail widths. Cul-de-sacs are generally prohibited. Sidewalks shall be constructed in all developments on all public and private street frontages (except for alleys). Bozeman does not require sidewalks for fronting lots to be constructed at the same time as the streets. Rather, they must be completed prior to the issuance of an occupancy permit or by the third anniversary of plat recordation, whichever comes first. This provision has led to a patchy network of sidewalks for the first three years in some developing neighborhoods. And in some cases where subdivisions that have been taken over by banks due to the economic downturn, these requirements have been waived. The Bozeman UDO is currently being updated in 2017.</p>

21. <http://library.municode.com/index.aspx?clientID=14755&stateID=26&statename=Montana>





Red Lodge Development Code <sup>22</sup>	
Year Adopted:	2011
Active Living Highlights:	<p>Sidewalks or trails shall be required in all new subdivisions and developments. Pedestrian pathways shall be installed with all streets. In lieu of, or in combination with, the required pathways, the subdivider may construct an approved multi-use bicycle/pedestrian path or trail that is connected and accessible to all lots. Required pathway widths shall follow those listed in Table 2.3.6.C.b . Pathways, multi-use paths, or trail designs shall follow the standards provided in the adopted City of Red Lodge Comprehensive Trails Plan (Trails Plan 2006). The city shall prohibit cash-in-lieu payments for sidewalks except in RLCCE.</p> <p>Subdivisions shall be evaluated for consistency with goals, regulations, and strategies outlined in the Red Lodge Growth Policy for Trails, Parks, and Open Space. Subdivisions shall be reviewed for consistency with the City of Red Lodge Comprehensive Trails Plan (Trails Plan 2006) to provide multi-use trails for safe, convenient, non-motorized transportation routes throughout the planning area.</p> <p>The Red Lodge development code provides performance standards for parkland dedication and trails as a part of residential subdivisions: 11 percent of the total area of residential lots of one-half acre or smaller in size; 7.5 percent of the total area of residential lots of one-half acre to one acre in size; 5 percent of the total area of residential lots of one to three acres in size; and 2.5 percent of the total area of residential lots of three to five acres in size shall be dedicated for parks.</p>
Notes:	<p><b>Please note:</b> as part of Red Lodge’s 2016 Zoning Regulations update they have (temporarily) suspended the requirement for sidewalk connectivity in new developments. See Pedestrian Access: <i>Effective immediately, the below noted requirements of this Section 4.5.86, Pedestrian Access, shall be temporarily suspended and not enforced until such time as the City Council adopts an Ordinance to repeal this suspension. However any sidewalk built during the time of suspension shall comply with ADA requirements.</i> Editor’s note: it is recommended that all new subdivisions require at least 5 foot sidewalks or shared-use pathways to provide a connected network of pedestrian and bicycle facilities to the community.</p> <p>Red Lodge adopted an Active Transportation Plan in December of 2016 and a PDF of it can be found on the BACI website.</p>

22. <http://cityofredlodge.net/community-developmentplanning/>

City of Billings Subdivision Regulations <sup>23</sup>	
Year Adopted:	Last update January 2014
Active Living Highlights:	<p>Boulevard-style sidewalks are required on all street improvements associated with subdivisions, with the exception of cul-de-sacs.</p> <p>All subdivisions must be reviewed for compliance with the Billings Area Bikeway and Trail Master Plan<sup>24</sup> to provide multi-use trail and greenway corridors for safe, convenient non-motorized transportation routes throughout the city and county.</p> <p>The City of Billings has tiered parkland dedication requirements requiring up to 11 percent of the area of the net land proposed for small subdivisions of one-half acre or less, down to 2.5 percent of the area of net land to be subdivided between three and five acres.</p> <p>The governing body, in consultation with the subdivider, the Planning Board, and the Parks Recreation and Public Lands Department (PRPL), may determine suitable locations for parks and playgrounds.</p> <p>A Park Maintenance District shall be formed or expanded with any new parkland dedication.</p>
Notes:	<p>To be consistent with the Billings Area Bikeway and Trail Master Plan, Yellowstone County and City of Billings Growth Policy, Parks2020, the Yellowstone River Greenway Master Plan and the Billings Urban Area Transportation Plan, linear parks for trails may be counted toward the required park dedication. The Billings Area Bikeway and Trail Master Plan is currently being updated (2017).</p>

23. [City of Billings Subdivision Regulations](#)

24. [Billings Area Bikeway and Trail Master Plan](#)



## National Examples

Los Angeles County, California Healthy Design Ordinance	
<b>Year Adopted:</b>	2013
<b>Summary:</b>	<p>The Healthy Design Ordinance (HDO) changes existing zoning and subdivision regulations to increase levels of physical activity, assisting in reducing the county's rates of obesity. The Board of Supervisors adopted the HDO on Feb. 5, 2013 with an implementation date of March 7, 2013.</p> <p>The overall goal of healthy design is to improve public health through changes in the built environment. The County reviewed built environment design elements governed by the zoning and subdivision regulations and determined specific amendments to several sections of the Los Angeles County Code to accomplish the following:</p> <ol style="list-style-type: none"> <li>1. Provide better walking environments.</li> <li>2. Encourage more bicycling.</li> <li>3. Improve access to healthy foods.</li> <li>4. Enhance project review requirements.</li> </ol>
<b>Contact:</b>	<p>Los Angeles County Department of Regional Planning  <a href="mailto:healthydesign@planning.lacounty.gov">healthydesign@planning.lacounty.gov</a>            Detailed resources: <a href="http://planning.lacounty.gov/hdo">http://planning.lacounty.gov/hdo</a></p>

## Resources

Montana Model Subdivision Regulations (2006) are the result of a collaborative effort of representatives from the following organizations:

- Joint Powers Insurance Authority of the Montana Association of Counties
- Montana Association of Planners
- University of Montana School of Law, Land Use Clinic
- Montana Smart Growth Coalition
- Montana Association of Realtors

Retrieved from: <http://comdev.mt.gov/Portals/95/shared/CTAP/docs/CTAPPublications/CTAPPublications/2006ModelSubRegs.pdf>

## 5. Growth Policies

Growth policies, analogous to “comprehensive plans,” are critical to the future of Montana communities because they set forth the goals and policies that shape growth in a sustainable and economically viable way. Growth policies act as a general guide for decisions made by local governments regarding the community’s physical development. It is not a regulation; rather, it is an official statement of public policy to guide growth and manage change for the betterment of the community.

Growth policies can have impacts on the options available to residents for active transportation and active living by setting community priorities that are not only the foundation that supports policy decisions by elected officials, but that also influence the content and priorities of other governing documents such as subdivision regulations and transportation plans (see sections 4 and 6).

Montana Code Annotated §76-1-601,<sup>25</sup> identifies many elements that must be addressed as part of the growth policy. Several elements such as the goals and objectives, public infrastructure, transportation, and parks and recreation can all have a focus on active living and stronger communities. Even acknowledging the link between the built environment and public health is an important step, a step which not all growth policies in Montana have taken.

25. <http://leg.mt.gov/bills/mca/76/1/76-1-601.htm>

## Montana Examples

Bozeman Community Plan <sup>26</sup>	
Year Adopted:	2009
Summary:	<p>The Bozeman Community Plan places considerable emphasis on growing the city in ways that promote the unique history and character of Bozeman by preserving, protecting, and enhancing the overall quality of life within the planning area. This document is specific to growth occurring within the Bozeman City limits (37,000 pop), however unincorporated land likely to be annexed by the city may have county level decision making impacted by the Community Plan as well.</p> <p>The Bozeman Community Plan explains the importance of “pedestrian-friendly site development,” calls for “interconnected multi-modal networks (e.g. bicycles pedestrian, transit, automobiles or other vehicles),” and access to outdoor amenities and recreation. The Plan highlights the link between the health and well-being of Bozeman’s residents and how the community is planned and built. “Subdivision design should encourage physical activity and a healthy community.”</p>
Notes:	References Bozeman Area Transportation Plan both as a source of direction and a document that is influenced by the Community Plan.

26. [Bozeman Community Plan 2009](#)





Yellowstone County and City of Billings Growth Policy Update <sup>27</sup>	
<b>Year Adopted:</b>	2016
<b>Summary:</b>	As the City of Billings (105,000 pop) and Yellowstone County (150,000 pop) continue to grow, the Growth Policy Update seeks to provide structure and guidance to ensure that growth occurs in a manner that is consistent with the values of the community. The document is well stocked with comprehensive references to bicycle, pedestrian, open space, trail and park facilities throughout the document. The Billings Complete Streets Policy was updated in 2016 and a Complete Streets Checklist is now used with all transportation projects. A Complete Streets Progress Report is compiled periodically.
<b>Notes:</b>	The 2016 Growth Policy Update specifies Health Impact Assessment, WalkScore and Community Health Indicators in the list of performance indicators under the Strong Neighborhoods and Mobility and Access Goal.

City of Choteau Growth Policy <sup>28</sup>	
<b>Year Adopted:</b>	2016
<b>Summary:</b>	Choteau's (1,700 pop) growth policy exemplifies how a small city can use this process to set clear goals and provide a plan for the future. The growth policy sets a strong vision for a strengthened downtown, an improved transportation network including bicycle and pedestrian facilities, and a focus on maintaining and developing future recreational amenities for residents.
<b>Notes:</b>	The growth policy acknowledges that, "Streets aren't just for carrying cars, they are just as much a part of the built environment as our homes, shops, schools, and parks. How our streets look and function says a lot about Choteau. The City already has the basic infrastructure for people to travel without a car; Choteau just needs to make improvements so that it's easier and more comfortable to bike or walk."

27. [City of Billings Growth Policy 2016 | City of Billings, MT - Official Website](#)

28. [growth policy - Choteau, Montana](#)

City of Red Lodge Growth Policy <sup>29</sup>	
<b>Year Adopted:</b>	2013
<b>Summary:</b>	<p>With a theme of “Sustaining a sense of place,” the Red Lodge (2,125 pop) growth policy seeks to preserve the character of the city by tying future economic growth to the characteristics that make the city great. The growth policy focuses on the central business district, maintaining a good pedestrian scale and encouraging non-motorized travel. The growth policy also emphasizes “human-scale neighborhoods” and stipulates that providing sidewalks and other non-motorized facilities is an essential part of residential development. The growth policy further states that entrances to Red Lodge “grow and develop around a network of City streets and the planned system of trails, parks and open spaces. We will promote a multi-modal transportation network that emphasizes walkability, is aesthetically pleasing, and is pedestrian and bicycle friendly.”</p>
<b>Notes:</b>	<p>Red Lodge deals with a large number of vacation properties (64 percent of all vacant homes) that impact actual population density and other metrics such as real-estate values.</p>

29. <http://cityofredlodge.net/wp-content/uploads/2013/12/Growth-Policy-2013.pdf>

Missoula Growth Policy <sup>30</sup>	
<b>Year Adopted:</b>	2015
<b>Summary:</b>	One chapter is dedicated to Safety & Wellness and makes the strong connection between urban design and community health. “Many of the urban design strategies most likely to improve public health are also related to the sustainability of our environment and community. Preservation of open spaces and parks, support for locally grown food, and promotion of active transportation options not only promote individual health but lower our carbon footprint and mitigate the impacts associated with climate change.”
<b>Notes:</b>	<ul style="list-style-type: none"> <li>• The Growth Policy was developed with over a year’s worth of public outreach, listening, and community discussion reaching out to thousands of citizens and being present at over 70 events and meetings.</li> <li>• “Bikeable, Walkable, Good Bike &amp; Pedestrian Trail Systems” was among the top ten Assets and Values topics most commonly mentioned in the Listening Sessions.</li> <li>• <b>Goal SW1:</b> Encourage healthy lifestyles by having a complete active transportation and transit network for all abilities and recreational opportunities that are safe, clean, beautiful, and navigable.</li> <li>• There’s a recommendation in the growth policy to establish a mode-shift goal toward more walking, bicycling and transit.</li> <li>• Missoula adopted an Active Transportation Plan in 2011. (see next section).</li> </ul>

## Resources

State of Montana. Montana Department of Commerce Community Development Division. 2009. *Montana’s Growth Policy Resource Book*. Retrieved at: <http://comdev.mt.gov/Programs/CTAP/Toolkit/Publications#Growth-Policy-Planning-Board-1179> Under CTAP Publications and Model Documents

30. [2015 City Growth Policy Our Missoula](#)

## 6. Transportation Plans

According to the Montana Department of Transportation, “Transportation plans provide state, local, and tribal governments with a valuable way to determine and address future transportation needs in their jurisdictions based on public input and technical analysis.”<sup>31</sup> Transportation plans can also be tremendous tools to leverage improvements in active transportation, such as bicycling and walking. Active transportation improvements can evolve from transportation plans as standalone projects specific to non-motorized transportation, or as components of larger roadway projects. It is essential to have a balanced planning process to take advantage of all opportunities to improve transportation options for residents. Essential elements for active transportation include sidewalks (both presence and width), bike lanes and shared-use paths. Ideally, a good transportation plan includes typical roadway cross-sections that show these facilities as essential elements of future street design. All urban and suburban streets should be depicted in transportation plans to have sidewalks, where arterials and collectors should also have dedicated bicycle accommodation.

***“Transportation plans provide state, local, and tribal governments with a valuable way to determine and address future transportation needs in their jurisdictions based on public input and technical analysis.” - MDT***

Some transportation plans include detailed analysis of non-motorized facilities alongside conventional roadway analysis; some cities have elected to undertake a separate planning process for the bulk of non-motorized analysis, sometimes combining it with recreational facilities, such as trails.

It is critically important for transportation plans to address non-motorized projects. It is difficult to secure funding for or a commitment to a project if it's not reflected in an adopted plan.

31. MDT website: [http://www.mdt.mt.gov/pubinvolve/active\\_projects.shtml](http://www.mdt.mt.gov/pubinvolve/active_projects.shtml)



## Montana Examples

Bozeman Area Transportation Plan	
<b>Year Adopted:</b>	2008 (this plan is being updated in 2017)
<b>Approach:</b>	This plan combines active transportation with traditional roadway analysis. There are specific non-motorized sections, and elements that support active transportation throughout the document.
<b>Active Transportation Considerations:</b>	<ul style="list-style-type: none"> <li>• Non-motorized crash analysis</li> <li>• Roadway typical sections that include “minimum features.” All urban collector and arterial roadways have bike lanes and six foot minimum sidewalks. Rural roadways have shoulder bikeways included.</li> <li>• Specific recommendations for intersection improvements, sidewalks, bike routes, bike lanes, shared-use paths and expanded roadway shoulders.</li> <li>• The complete streets recommendation in this Plan paved the way for the 2010 Bozeman City Commission resolution.</li> <li>• Where the standard roadway typical sections may not be feasible, this Plan requires consideration of bicycle and pedestrian accommodations in future corridor and intersection retrofits.</li> <li>• Recommended active transportation education and encouragement programs.</li> <li>• Traffic calming guidance</li> <li>• Pedestrian and bicycle design guidelines</li> <li>• Transportation Demand Management (TDM) recommendations</li> <li>• Recommended bicycle parking ordinance and preferred rack types.</li> </ul>
<b>Additional Resources:</b>	<p>Bozeman has other documents that influence the potential for active transportation and recreation.</p> <ul style="list-style-type: none"> <li>• Safe Routes to School Improvement Plans for each of its existing elementary and middle schools.<sup>32</sup></li> <li>• Parks, Recreation, Open Space and Trails Master Plan.<sup>33</sup></li> </ul>

32. <http://www.altaprojects.net/bozemanschools/Welcome.html>

33. [Bozeman Parks, Recreation, Open Space and Trails Plan](#)



Missoula Long Range Transportation Plan <sup>34</sup>	
<b>Year Adopted:</b>	2016 Update: Activate Missoula 2045
<b>Approach:</b>	<p>Goals:</p> <ul style="list-style-type: none"> <li>• Maximize the cost-effectiveness of transportation</li> <li>• Promote consistency between land use and transportation plans to enhance mobility and accessibility</li> <li>• Provide safe and secure transportation</li> <li>• Support economic vitality</li> <li>• Protect the environment</li> <li>• Promote community health and social equity through the transportation system city.</li> </ul> <p>Development of the Activate Missoula Long Range Transportation Plan (LRTP) included an extensive public involvement process . Activate Missoula increasingly relied on electronic media to promote participation to those not typically able to be involved due to time, transportation, or accessibility constraints.</p>
<b>Active Transportation Considerations:</b>	<ul style="list-style-type: none"> <li>• Prominent goal for increasing spending for bicycle, pedestrian and transit improvements.</li> <li>• Non-motorized crash analysis.</li> <li>• Includes active transportation and Complete Streets elements in project evaluation scoring.</li> <li>• Community Health and Social Equity Objective: Reduce overall household transportation costs, particularly for typically underserved and/or vulnerable populations by providing safe and affordable transportation options.</li> </ul>
<b>Additional Resources:</b>	<p>Missoula also has the following active transportation planning resources that provide substantial detail:</p> <ul style="list-style-type: none"> <li>• City of Missoula Master Sidewalk Plan<sup>35</sup></li> <li>• Missoula Active Transportation Plan<sup>36</sup></li> </ul>

34. [Activate Missoula 2045](#)

35. [City of Missoula Master Sidewalk Plan](#)

36. [Missoula Active Transportation Plan](#)

Hamilton Area Transportation Plan <sup>37</sup>	
<b>Year Adopted:</b>	2010
<b>Approach:</b>	This plan combined active transportation with traditional roadway analysis. There are specific non-motorized sections, and elements that support active transportation throughout.
<b>Active Transportation Considerations:</b>	<ul style="list-style-type: none"> <li>• Specific recommendations for intersection improvements, bike routes, bike lanes, shared-use paths and expanded roadway shoulders.</li> <li>• Bicycle and pedestrian consideration in future corridor and intersection retrofits where the standard roadway typical sections may not be feasible.</li> <li>• Recommended active transportation education and encouragement programs.</li> <li>• Transportation Demand Management (TDM) recommendations</li> </ul>
<b>Additional Resources:</b>	While the Hamilton Area Transportation Plan did emphasize active transportation, the public process indicated greater attention was necessary. In 2012 the Hamilton Non-Motorized Transportation Plan <sup>38</sup> was completed. It included more detailed guidance on non-motorized facilities including pedestrian recommendations, which were not a part of the Hamilton Area Transportation Plan.

37. <http://www.mdt.mt.gov/pubinvolve/hamilton/>

38. [http://www.cityofhamilton.net/living/city\\_plans/non-motorized\\_transportation\\_plan.html](http://www.cityofhamilton.net/living/city_plans/non-motorized_transportation_plan.html)



## 7. Transportation Districts

Transportation districts in Montana are created to "supply transportation services and facilities to district residents and other persons." An Urban Transportation District (UTD) is structured similarly to a Special Improvement District (SID) with bonds backed by local government issued to cover the cost of a proposed transportation improvement. Revenue to pay for the bonds is raised through assessments to property owners in the designated district. Montana Code Annotated §7-14-201<sup>39</sup> provides counties the authority to establish UTDs, provided that a majority of residents within the proposed district vote in favor of the measure.

Transportation districts can be used to create a steady funding source for local governments to finance a variety of transportation system improvements. Transportation districts can also span multiple jurisdictions to provide regional improvements.

Transportation districts are administered by an Urban Transportation District (UTD) transportation board, which is responsible for all of its operations, including planning and budgeting transportation investments. Local governments may levy taxes and issue bonds to fund the proposed improvements.

### Montana Examples

There are several examples of transportation districts in Montana. Most transportation districts are focused on fixed-route, or door-to-door transit service. The transportation district's dedicated funding sources allow for long-term planning and increase eligibility for other federal funds such as Federal Transit Administration funding. These services can extend the reach of walking and bicycling trips and provide comfortable amenities for accessing the transit system. In 2014, the Yellowstone County Board of Commissioners "created a special district to enhance pedestrian safety and provide for alternative means of traffic transportation in the Lockwood Area". ([Lockwood Pedestrian Safety District](#))

39. <http://leg.mt.gov/bills/mca/7/14/7-14-201.htm>



Missoula Urban Transportation District <sup>40</sup>	
Year Created:	1976
Summary:	Mountain Line is a public transit agency, providing bus service to Missoula and The University of Montana. Mountain Line operates fixed-route and paratransit bus service in and around Missoula.
Notes:	<ul style="list-style-type: none"> <li>Some capital projects have included amenities that help transit users access the system. Many of these are beneficial to active transportation for the entire community.</li> <li>Mountain Line strongly supports pedestrian and bicycle friendly development, Complete Streets principles and the transit system.</li> </ul>

Great Falls Transit Urban Transportation District <sup>41</sup>	
Year Created:	1982
Summary:	The transit service provides both fixed-route and complementary paratransit service.
Notes:	Great Falls Transit serves a population of 63,506 and has a service area of 20 square miles.

Lockwood Transportation District	
Year Created:	1983
Summary:	The Lockwood Transportation District (LTD) was formed to help facilitate the construction of the Johnson Lane Interchange on I-90/I-94.
Notes:	The LTD provided the local share of federal funds necessary for the interchange's construction.

40. <http://www.mountainline.com/>

41. <http://www.gftransit.com/>

## National Examples

### Transportation Benefit Districts

In 1987, the Washington state legislature created Transportation Benefit Districts (TBD) as an option for local governments to fund transportation improvements. Since 2005, the legislature has amended the TBD statute to expand its uses and revenue authority. In 2010, the Legislature amended the TBD statute again to clarify project eligibility, the use of impact fees, and sales tax expenditures, and to make TBD governance more flexible.

TBD's in Washington state have several revenue options:

1. Property taxes – a one-year excess levy or an excess levy for capital purposes
2. Up to 0.2 percent sales and use tax
3. Up to \$100 annual fee per vehicle registered in the district
4. Vehicle tolls

Many cities have chosen to develop TBDs to support needed transportation improvements. In many cases infrastructure for bicycling and walking are eligible projects, but not identified for dedicated funding from the TBD. However, a number of communities have developed clear dedicated funding for active transportation through their TBDs.

City of Bellingham, Washington <sup>42</sup>	
Year Created:	2010
Summary:	<p>Transportation Benefit District No. 1 is funded by a two-tenths of one percent (0.002) sales tax, approved by 58 percent of Bellingham voters in the November 2010 general election, to provide dedicated funding for priority transportation needs.</p> <p>During the 10-year period of the levy, the district board intends to allocate funds from the voter-approved sales and use tax receipts in a manner that is generally equitable among three project categories: arterial resurfacing; transit enhancement; and non-motorized transportation options.</p> <p>The district's geographic boundaries are consistent with Bellingham city limits. A district board of directors, comprised of members of the city council, governs the district.</p>
Notes:	Transportation Benefit District No. 1 is the primary source of funding for sidewalk infill and bicycle improvements in the city.

42. <https://www.cob.org/gov/tbd>



## Parking Benefit District

A Parking Benefit District (PBD) is designed to improve availability of on-street parking and promote greater walking, bicycling and transit use. Parking benefit districts can serve as a financing tool to support improvements in downtown areas while also addressing traffic congestion and parking constraints. Typically parking benefit districts use “performance pricing” or “demand-based parking rates” in which, public parking spaces (both on and off-street) are charged an hourly rate designed to keep utilization near to capacity. Funds collected from parking charges are put directly into improvements that make the district more attractive and accessible, such as sidewalks, bicycle facilities, improved transit stops, landscaping, and other amenities. A significant advantage of the PBD is that the specific neighborhood that has chosen to charge for parking receives a direct benefit.

City of Austin, Texas <sup>43</sup>	
<b>What:</b>	Parking Benefit District
<b>Year Created:</b>	2008 pilot, 2011 enabling ordinance
<b>Summary:</b>	<p>The City developed a pilot for the West Campus neighborhood. The PBD dedicated a portion of the revenues, less City expenses (purchase and installation of meter or pay station, credit card processing charge, back office support and state sales tax), to local improvements that promote walking, cycling and transit use, such as sidewalks, curb ramps, lights and bicycle lanes. The pilot was successful in paying for curb extensions and other streetscape improvements and alleviated parking congestion on target streets.</p> <p>In 2011, the City passed an ordinance and developed an application procedure to allow expansion of PDB to other areas of the city.</p>
<b>Contact:</b>	<p>Austin Transportation Department Steve Grassfield (512-974-1489) <a href="http://austintexas.gov/department/parking-benefit-district-pbd">http://austintexas.gov/department/parking-benefit-district-pbd</a></p>

## Resources

Montana Department of Transportation. *Financing Tools*. Retrieved from:  
<http://www.mdt.mt.gov/research/toolkit/m1/ftools/fd/utd.shtml>

43. <http://austintexas.gov/department/parking-benefit-district-pbd>



## 8. Safe Routes to School

Safe Routes to School (SRTS) describes a package of measures intended to increase rates of walking and bicycling to school through improving safety and encouraging students and parents. Measures can be categorized into the five “E’s”:

**Engineering.** This category covers changes that we can make to the built environment that improve the safety and convenience of walking, biking and wheeling to school. Sample projects include side-walks, safe crossings, bike paths, traffic calming and other bicycle/pedestrian friendly infrastructure. Improvements must be within 2 miles of a school serving K-8 students.

**Education.** Programs to educate parents, teachers, and students about the benefits of, and about how to safely walk and bicycle to school. Programs to educate the community on the importance of walking and biking to school can be included when they focus on improving safety for students walking, biking and wheeling to school.

**Encouragement.** Programs that seek to generate excitement and enthusiasm for walking and bicycling to school by making it fun and rewarding. This includes encouraging parent and adult participation in SRTS programs.

**Enforcement.** Measures intended to encourage safe behavior in drivers, bicyclists and pedestrians, typically in partnership with local law enforcement. Enforcement activities may include enforcing school policies regarding drop-off or no-parking zones.

**Evaluation.** Tools to understand the effectiveness of the Safe Routes to School Program including student and parent surveys that measure the shift in mode share (drive, bike, walk, bus) both at the beginning and the end of the school year, and year-over-year.

Successful SRTS programs require close cooperation between the schools, the school district, parents, and staff. The most successful SRTS programs are composed of a dedicated and high-functioning Safe Routes to School Team with diverse representation from multiple stakeholders. The SRTS team focuses resources towards implementing the five E’s. Implementation can include smaller volunteer-led efforts, as well as seeking grant funding for larger projects. Many schools choose to begin with a Safe Routes to School Improvement Plan that identifies projects for all five E’s – providing needed direction to the efforts of the SRTS team. These plans should be living documents and provide direction to the SRTS team as membership changes.

***“SRTS programs can enhance children’s health and well-being, ease traffic congestion near the school and improve air quality and improve community members’ overall quality of life.”  
— National Center for Safe Routes to School***

## 8 Safe Routes to School

MAP-21, the Moving Ahead for Progress in the 21st Century Act (P.L. 112-141), was signed into law on July 6, 2012. This federal transportation bill made significant changes to the organization of funding for non-motorized modes. Safe Routes to School, Transportation Enhancements, and the Recreational Trails Program were reorganized into a new program called Transportation Alternatives (TA).

In 2015 the [Fixing America's Surface Transportation \(FAST\) Act](#) (Pub. L. No. 114-94) was signed into law. The FAST Act eliminates the MAP-21 Transportation Alternatives Program (TAP) and replaces it with a set-aside of Surface Transportation Block Grant (STBG) program funding for transportation alternatives (TA). These set-aside funds include all projects and activities that were previously eligible under TAP, encompassing a variety of smaller-scale transportation projects such as pedestrian and bicycle facilities, recreational trails, safe routes to school projects, community improvements such as historic preservation and vegetation management, and environmental mitigation related to stormwater and habitat connectivity. To learn more about Montana Department of Transportation's disbursement of Transportation Alternatives funding, visit [http://www.mdt.mt.gov/mdt/ta\\_application.shtml](http://www.mdt.mt.gov/mdt/ta_application.shtml).

### Montana Examples

Successful SRTS programs in Montana have been entirely dependent on the success of the SRTS team. Several models have emerged in Montana whereby a single entity takes the lead to act as the financial backer and administrative lead for reimbursement grants within the SRTS team. No right way has emerged, and the successful combination of entities and financial backers involved will vary by community. These models include the following:

- **City, Town, or County** – Local Government provides funding, reimbursement, planning support, grant administration or other services that further SRTS. Examples include Billings, Bozeman, Shelby, Dillon, Miles City, Missoula and Whitefish.
- **School District** – An entire school district plans for improvements at schools and acts as the primary entity. Examples include Shields Valley School District and Hellgate School District (Missoula). The Bozeman School District recently took over responsibility for grant administration and coordination of its SRTS program.
- **School Level** – An individual school organizes planning efforts and applies for implementation funding. Examples include Monforton School and Anderson School in Gallatin County.
- **Community Level** – A local community group or non-profit leads the SRTS team and pursues grants. If the group is not a 501(c)3 non-profit, a City or County may also provide those services. Examples include Ennis and Dillon.



Bozeman Safe Routes to School	
Plan Adopted:	2007-2013
Number of Schools:	8 elementary, 2 middle schools
Organizational Model:	The City initially organized the program. It has become school district-focused in recent years.
Notes:	<ul style="list-style-type: none"> <li>• Individual School Improvement Plans<sup>44</sup> were prepared for Bozeman's six elementary schools in 2007.</li> <li>• Plans for a seventh elementary school and the existing middle schools were prepared in 2009. In 2013, the school district hired a consultant to write a plan for their new (eighth) elementary school and update the other plans.</li> <li>• Many peripheral projects to the schools such as bike lanes, exterior sidewalks and crossings identified in the plans have since been implemented by the City as part of other capital improvement projects. Curb ramp replacements have been prioritized in the vicinity of the older schools. Radar speed feedback signs have been installed near each school. A variety of funding sources have been utilized.</li> <li>• Schools have had varying levels of success maintaining walking school buses in large part due to volunteer turnover.</li> <li>• All schools hold Walk and Bike to School days at least twice a year with many moving to monthly events.</li> <li>• Bozeman School District was awarded SRTS funding that provided a trailer of bicycles to support the implementation of Journeys from Home elementary traffic education in the Health Enhancement classrooms.</li> </ul>

44. <http://www.altaprojects.net/bozemanschools/Welcome.html>

Billings Safe Routes to School Study <sup>45</sup>	
Year Adopted:	2010-2011
Number of Schools:	22 elementary school
Organizational Model:	Program is mainly organized by the City and County government.
Notes:	<ul style="list-style-type: none"> <li>• Phase I included recommendations for an initial 11 schools in 2010</li> <li>• A second grant was secured in 2011 to complete recommendations for the remaining 11 schools.</li> <li>• A SRTS non-infrastructure grant for \$38,500 was awarded for education and encouragement activities for all of the Billings Public Schools.</li> <li>• Some of the projects identified in the Safe Routes to School Study have been funded as part of the Community Transportation Enhancements (CTEP) program.</li> <li>• Billings Public Schools District 2 has also been awarded funding for SRTS education and encouragement programs across the district.</li> </ul>
Contact:	<p>City Traffic Engineer Terry Smith  <a href="mailto:smitht@ci.billings.mt.us">smitht@ci.billings.mt.us</a>            406-657-8234</p> <p>School District 2 Executive Director Brenda Koch  <a href="mailto:kochb@billingschools.org">kochb@billingschools.org</a>            406-281-5119</p>

45. <http://ci.billings.mt.us/index.aspx?NID=1589>

Ronan Safe Routes to School	
<b>Years Active:</b>	Since 2009
<b>Number of Schools:</b>	2 elementary schools
<b>Organizational Model:</b>	Program is mainly organized by the City's Parks & Recreation Department.
<b>Notes:</b>	<ul style="list-style-type: none"> <li>• The community has invested a great deal of effort and matching funds in developing a trail system. Ronan has leveraged their SRTS funds with Transportation Enhancement funding and worked diligently to provide input and coordination of the local trail system with the construction of the regional pathway that is part of the US 93 reconstruction.</li> <li>• Ronan was first awarded \$20,000 in non-infrastructure funding in 2009. In 2010, Ronan was awarded \$44,112 in infrastructure funding for pathway construction. In 2011, Ronan was awarded \$118,749 for additional pathway construction and \$2,500 for non-infrastructure programming.</li> <li>• Ronan's non-infrastructure program funds safety education for students, incentives to encourage students to walk and bike to school, and year-round program promotion. The SRTS program also funds large, annual walking events such as International Walk to School day each fall. Ronan, Polson, and Pablo jointly host a pathway celebration each spring.</li> </ul>
<b>Contact:</b>	Parks Department 207 Main St. Suite A 208 Ronan, MT 59864 <a href="mailto:jbking@ronan.net">jbking@ronan.net</a> 406-676-0211





Dillon Safe Routes to School	
Years Active:	2009-current
Number of Schools:	1 elementary school
Organizational Model:	City, with significant assistance from the local trails group and campus volunteers from UM Western.
Notes:	<ul style="list-style-type: none"> <li>• The SRTS effort in Dillon was formalized in 2009 when the existing trails group applied for SRTS funding. Dillon was awarded \$21,500 in non-infrastructure funds that year and hit the ground running.</li> <li>• In 2010, they again applied for SRTS funding and were awarded \$83,600 in infrastructure funds and \$7,750 in non-infrastructure funds.</li> <li>• Dillon started a walking school bus on Oct. 6, 2010, with 23 children. The group meets every school day and walks together to and from school. In the spring of 2011, under the leadership of the Campus Corps group, the effort expanded to two walking school bus routes. Dillon's SRTS infrastructure funding is to improve side-walks and accessibility along the established walking school bus route.</li> </ul>
Contact:	<a href="mailto:saferoutesdillonmt@yahoo.com">saferoutesdillonmt@yahoo.com</a>

Ennis Safe Routes to School	
<b>Years Active:</b>	Since 2010
<b>Number of Schools:</b>	1 school site including the elementary, middle and high school
<b>Organizational Model:</b>	Community group – Madison Byways <sup>46</sup> , with financial backing from Madison County
<b>Notes:</b>	<p>A Safe Routes to School Improvement Plan was completed in 2011 with a \$20,000 grant from SRTS.</p> <p>Implementation grant requests were submitted the same year. In 2012 Ennis was awarded \$7,500 (plus another \$5,000 in FY 2013) to help implement the Mustang Trail leading from the Lions Club Park to the School through downtown. Additionally, \$11,500 was awarded for non-infrastructure activities.</p> <p>The Town of Ennis may help implement some of the neighborhood recommendations.</p> <p>Ennis has recently been awarded SRTS infrastructure funding as part of a sidewalk project to connect neighborhoods to the school.</p>
<b>Contact:</b>	<a href="mailto:info@madisonbyways.org">info@madisonbyways.org</a> <a href="http://www.madisonbyways.org/">http://www.madisonbyways.org/</a>

46. <http://www.madisonbyways.org/>

## National Examples

Bear Creek Elementary Boulder, Colorado	
Years Active:	Since 2008
Number of Schools:	1 elementary school
Organizational Model:	<p>The initial program was driven by parents with the support of the school.</p> <p>Active transportation resources in the community support the student decisions to walk to school. Bear Creek students participate in Boulder Valley School District's initiatives, such as a website for local SRTS programs, BLAST (Bike Lesson and Safety Training) curriculum taught in PE classes, and Safe Routes Walk-Bike maps.</p>
Notes:	In only two years, the Car-Free Commute program at the school succeeded in engaging 70 percent of students in walking and bicycling to school consistently throughout the school year.
Contact:	<p>Landon Hilliard Safe Routes to School Administrator Boulder Valley School District <a href="mailto:landon.hilliard@bvsd.org">landon.hilliard@bvsd.org</a> 303-245-5931</p>

Marin County, California	
<b>Years Active:</b>	Since 2000
<b>Number of Schools:</b>	Began with 9 elementary schools, has expanded countywide where there are 61 schools (not all participate).
<b>Organizational Model:</b>	<p>In August 2000, the Marin County Bicycle Coalition was funded by the National Highway Traffic Safety Administration to participate in a SRTS pilot program.</p> <p>Marin County's comprehensive program has education programs, encouragement activities, safety enforcement and infrastructure plans. The program has grade-appropriate safety education curriculum for elementary, middle and high school students.</p>
<b>Implementation:</b>	Funds for infrastructure in Marin County come from local jurisdictions, as well as from state and federal funds. In 2004, the voters of Marin County passed a one-half cent sales tax for transportation, which included 11 percent, or \$36 million, in funding over the course of 20 years for SRTS.
<b>Contact:</b>	<p>Wendi Kallins            Safe Routes to Schools Program Director  <a href="mailto:wkallins@igc.org">wkallins@igc.org</a>            (415) 488-4101</p>

## Resources

- Montana Safe Routes to School Program  
<http://www.saferoutesinfo.org/program-tools/find-state-contacts/montana>
- The Montana School Boards Association has adopted a Model School Siting Policy. For the policy and related information, contact Director of Policy Services Joe Brott at [jbrott@mtsba.org](mailto:jbrott@mtsba.org).
- Journeys from Home Montana  
<http://www.journeysfromhomemontana.org/>
- National Safe Routes to School Partnership  
<http://www.saferoutespartnership.org/>
- National Center for Safe Routes to School  
<http://www.saferoutesinfo.org>
- Helping Johnny Walk to School: Policy Recommendations for Removing Barriers to Community-Centered Schools  
<http://www.saferoutespartnership.org/resources/report/helping-johnny-walk-school>
- EPA's voluntary guidelines for making school siting decisions  
<https://www.epa.gov/schools/school-siting-guidelines>



# **Communities Transforming**

*To make healthy living easier*

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